



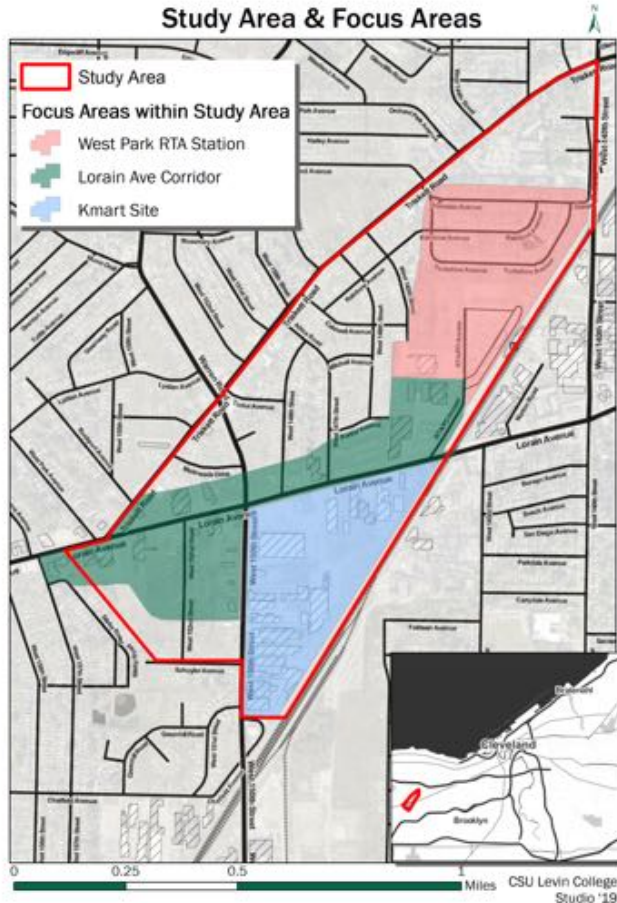
# CONNECTING WEST PARK



Presented by the Viking Planning Group  
Maxine Goodman Levin College of Urban Affairs  
Cleveland State University

May 6th, 2019

# West Park Study Area



## Focus Areas

- West Park RTA Station
- Lorain Corridor
- Former Kmart Site and Business District

**Prepared for Kamm's Corners  
Development Corporation**



The Viking Planning Group will engage neighborhoods and communities to create sustainable plans that encourage community innovation, economic development, social inclusion, equitable development and improved quality of life.

The Connecting West Park Plan provides a foundation for community development that focuses on sustainable improvements to encourage business creation, quality housing choices, infrastructure reinvestment, recreational access, public safety and community pride.

Responsibility to the public interest

Environmental sustainability

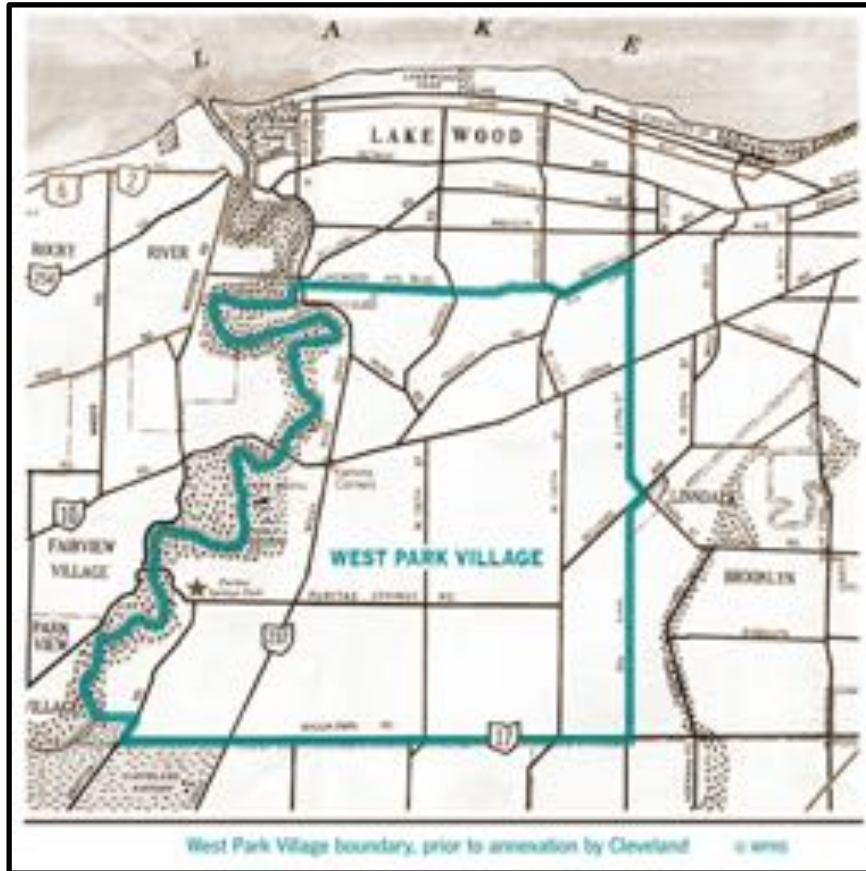
Social and economic inclusion of all persons

Planning based on ethical standards

# EXISTING CONDITIONS

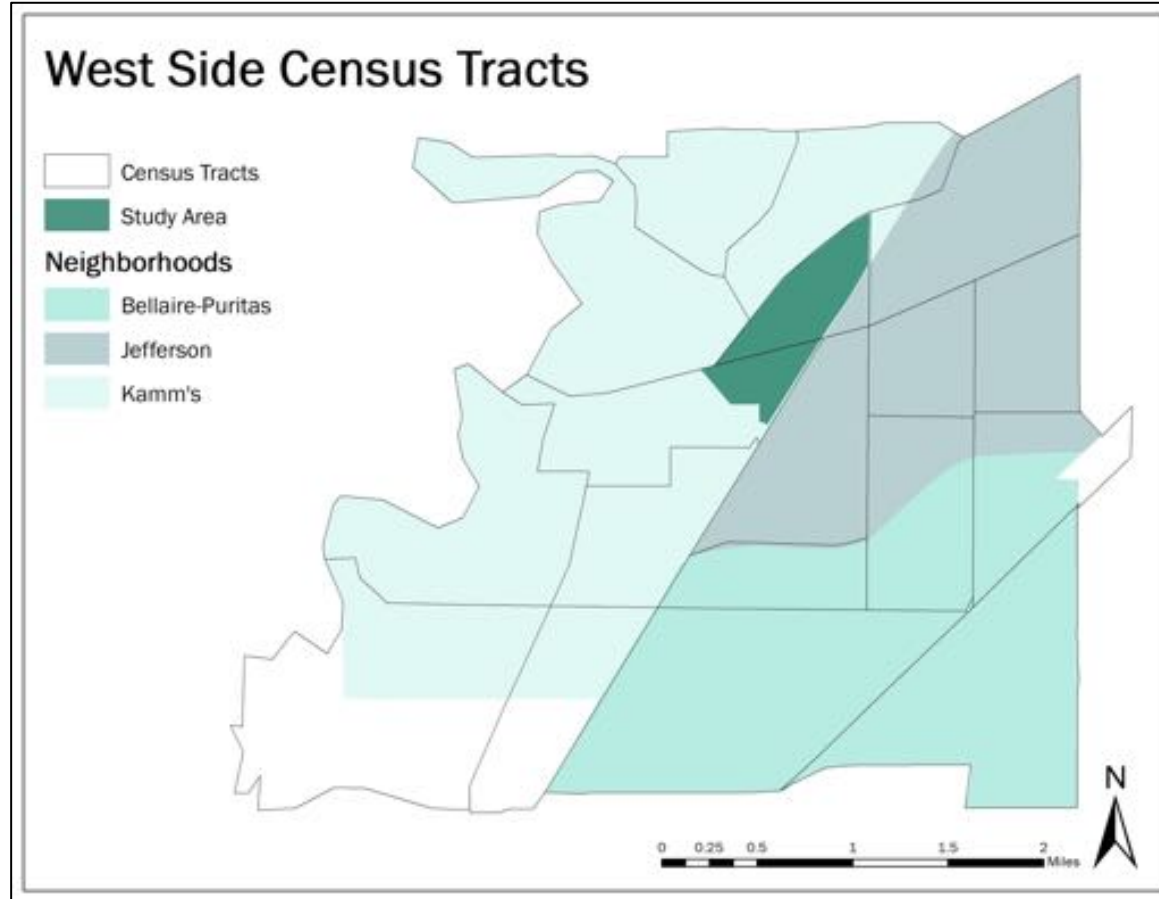


# West Park History



- **1810's:** Rockport Township Founded
- **1842:** John West settled in Rockport Township
- **1875:** Oswald Kamm settled in Rockport Township
- **1902:** Rockport Township becomes Rockport Village
- **1913:** Renamed to the Village of West Park
- **1921:** Became the City of West Park
- **1923:** West Park Village annexes into the City of Cleveland

# West Park - Demographics

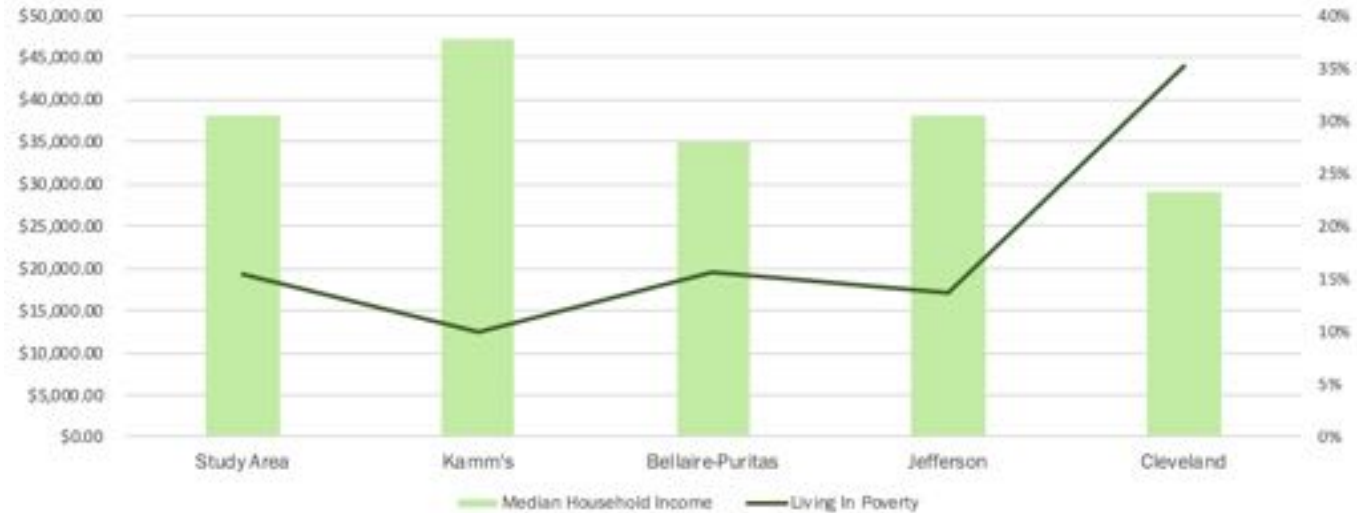




# Household Income & Poverty



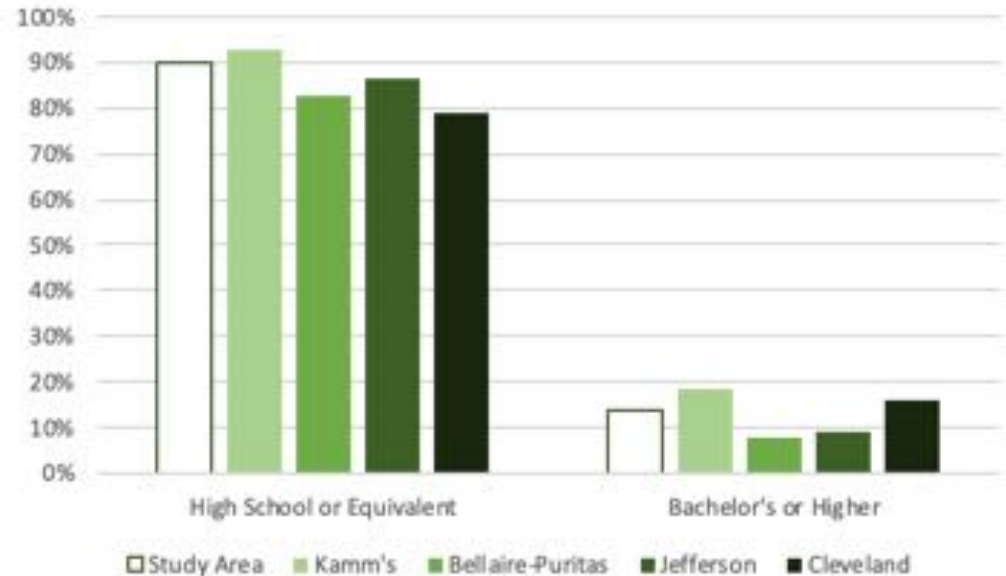
	Median Household Income	Living In Poverty
<b>Study Area</b>	\$38,000	15%
<b>Kamm's</b>	\$47,300	10%
<b>Bellaire-Puritas</b>	\$35,000	16%
<b>Jefferson</b>	\$38,100	14%
<b>Cleveland</b>	\$29,000	35%



# Educational Attainment



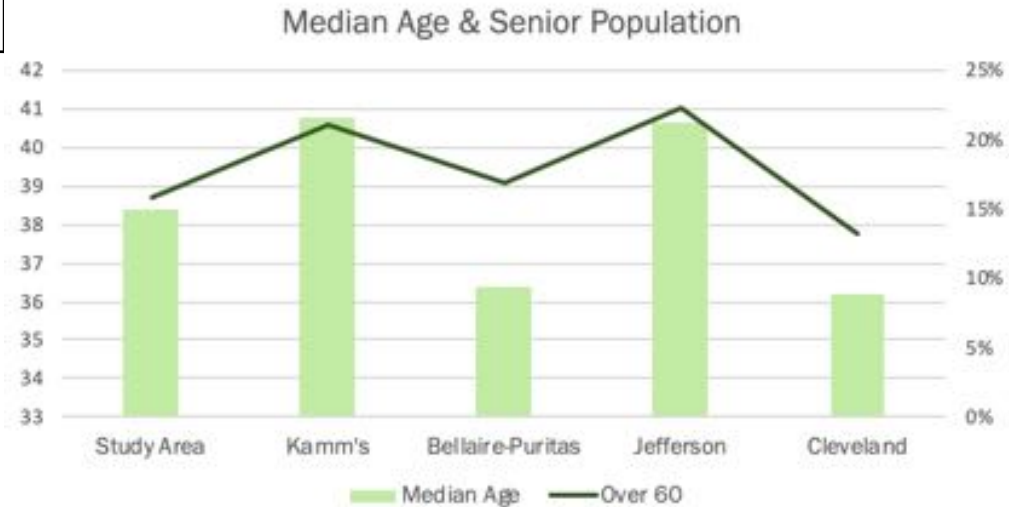
	High School or Equivalent	Bachelor's or Higher
Study Area	90%	14%
Kamm's	93%	19%
Bellaire-Puritas	83%	8%
Jefferson	87%	9%
Cleveland	79%	16%



# Age & Senior Households

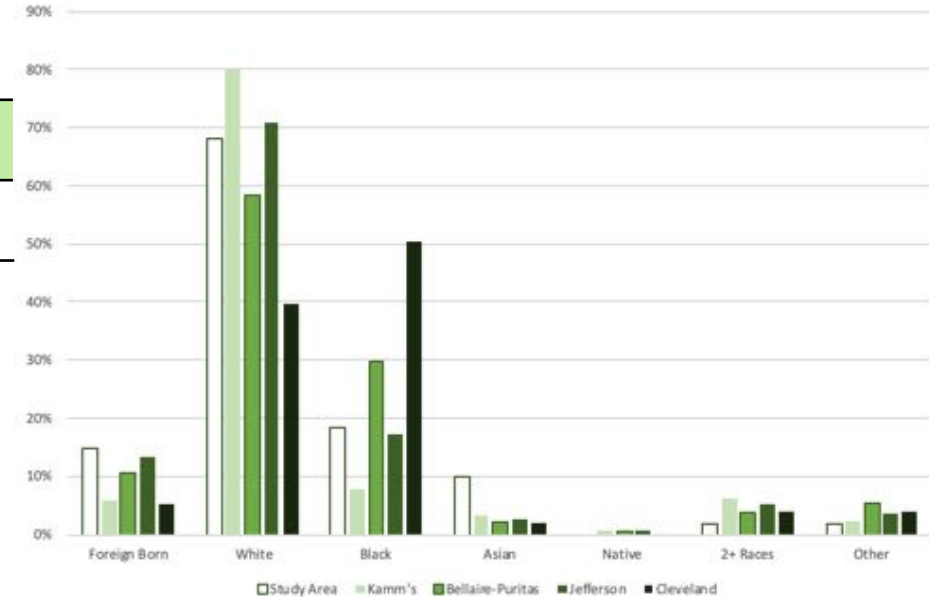


	Median Age	Over 60
<b>Study Area</b>	38	16%
<b>Kamm's</b>	41	21%
<b>Bellaire-Puritas</b>	36	17%
<b>Jefferson</b>	41	22%
<b>Cleveland</b>	36	13%



# Foreign Born & Race

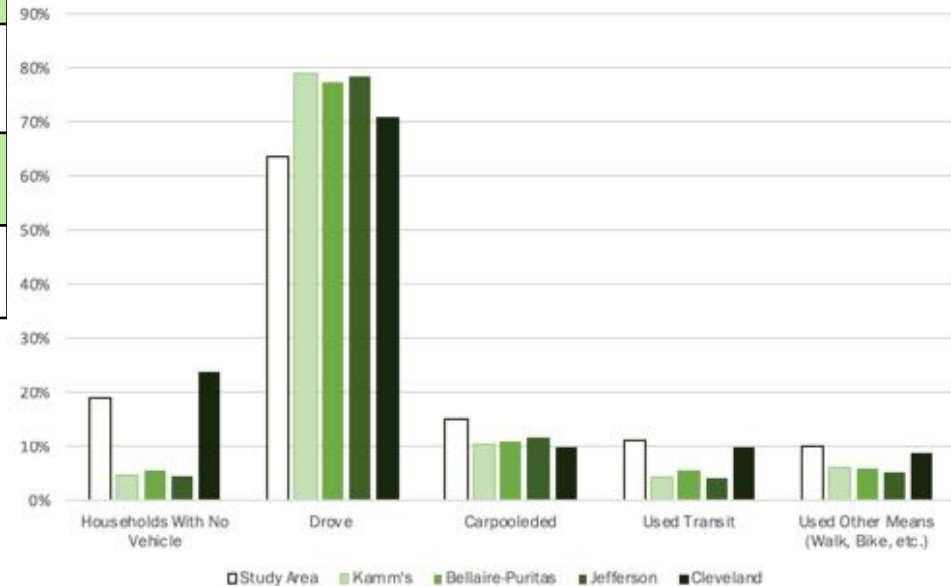
	Foreign Born	White	Black	Asian	Native	2+ Races	Other
<b>Study Area</b>	15%	68%	18%	10%	0%	2%	2%
Kamm's	6%	80%	8%	3%	1%	6%	2%
Bellaire-Puritas	11%	58%	30%	2%	0%	4%	6%
Jefferson	13%	71%	17%	3%	1%	5%	3%
Cleveland	5%	40%	50%	2%	0%	4%	4%



# Vehicle Ownership & Commute to Work



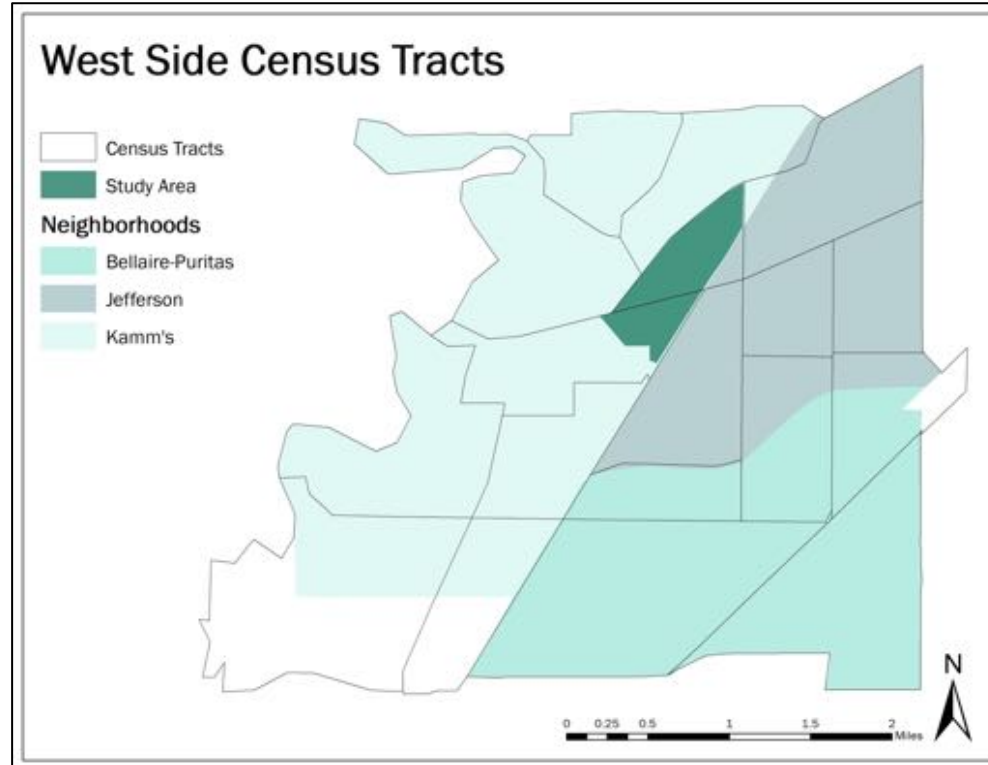
	Households W/ No Vehicle	Drove	Carpooled	Transit	Other Means (Walk, Bike, etc.)
<b>Study Area</b>	<b>19%</b>	<b>64%</b>	<b>15%</b>	<b>11%</b>	<b>10%</b>
Kamm's	5%	79%	10%	5%	6%
Bellaire-Puritas	6%	77%	11%	6%	6%
Jefferson	5%	78%	12%	4%	5%
Cleveland	24%	71%	10%	10%	9%



# West Park Housing Analysis



## Housing Analysis Area



# West Park Housing Analysis

## Housing Types



Ranch



Bungalow



Colonial



Side-by-Side



Cleveland Double



Historic Brick



Apartments

## Housing Typology Map

### Connecting West Park

#### Housing Typology

	Side-by-Side - 313
	Colonial - 196
	Bungalow - 121
	Historic Brick - 41
	Cleveland Double - 35
	Apartments - 33
	Ranch - 20
	Parcels





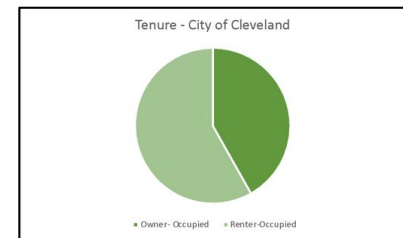
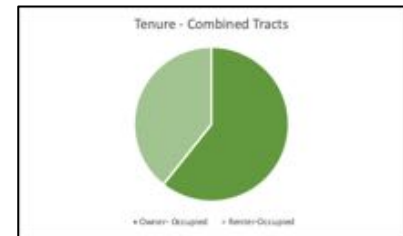
# West Park Housing Analysis



## Housing Tenure

	Study Area		Combined Tracts		City of Cleveland	
	Number	Percent	Number	Percent	Number	Percent
Total Occupied HU	1,329	100%	24,874	100%	168,496	100%
Owner-Occupied	410	31%	15,105	61%	70,454	42%
Renter- Occupied	919	69%	9,769	39%	98,042	58%

Source: U.S. Census Bureau, DP04, 2012- 2017 ACS 5-year est.



## Gross Rents 2013-2017

	Study Area		Combined Tracts		City of Cleveland	
	Number	Percent	Number	Percent	Number	Percent
Occupied units paying rent	910	100%	9,272	100%	93,509	100%
Less than \$500	22	2%	2,020	22%	23,791	25%
\$500 to \$999	838	92%	5,623	61%	55,018	59%
\$1,000 to \$1,499	50	5%	1,478	16%	12,214	13%
\$1,500 to \$1,999	0	0%	110	1%	1,787	2%
\$2,000 to \$2,499	0	0%	33	0%	462	0%
\$2,500 to \$2,999	0	0%	8	0%	159	0%
\$3,000 or more	0	0%	0	0%	78	0%
No rent paid	9	1%	497	5%	4,533	5%
Median rent (dollars)	684		746*		678	

## Owner-Occupied Housing Value 2013-2017

	Study Area		Combined Tracts		City of Cleveland	
	Number	Percent	Number	Percent	Number	Percent
Owner-occupied units	410	100%	15,105	100%	70,454	100%
Less than \$50,000	80	20%	1,856	12%	21,258	30%
\$50,000 to \$99,999	143	35%	7,870	52%	32,591	46%
\$100,000 to \$149,999	179	44%	3,896	26%	9,495	13%
\$150,000 to \$199,999	8	2%	1,217	8%	3,511	5%
\$200,000 to \$299,999	0	0%	188	1%	1,834	3%
\$300,000 to \$499,999	0	0%	35	0%	1,039	1%
\$500,000 to \$999,999	0	0%	19	0%	509	1%
\$1,000,000 or more	0	0%	24	0%	217	0%
Median value (dollars)	95,600		87,661*		67,600	

# West Park Housing Analysis



## Housing Gap Analysis

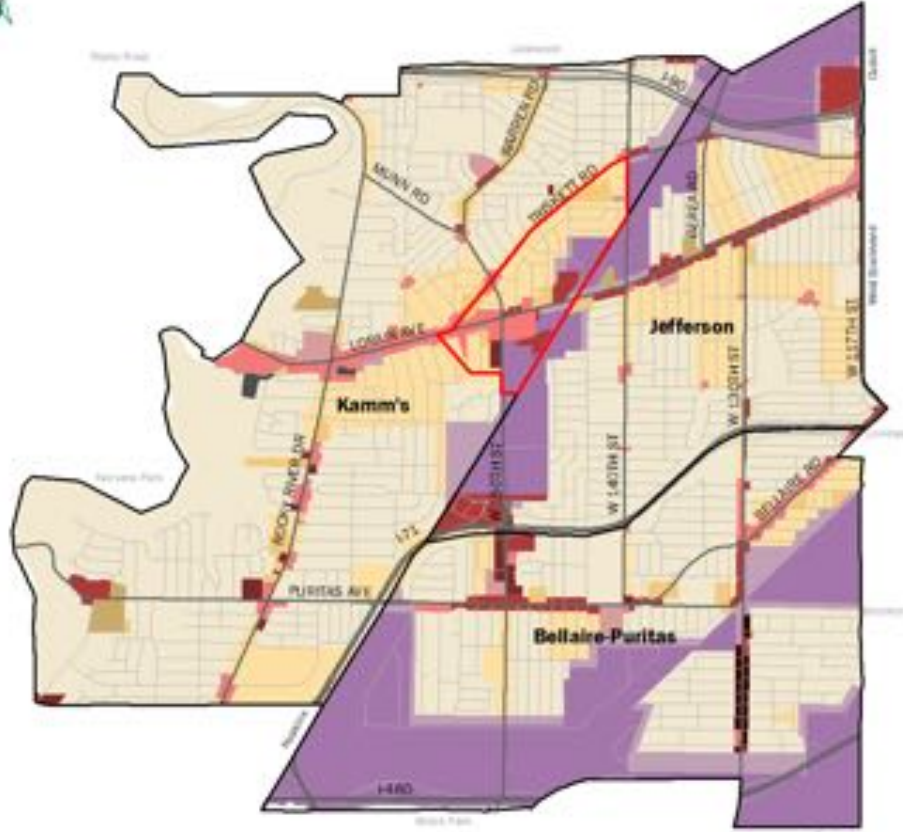
Household Income Range	No. of Households	Housing Price Range				Supply		Demand		Gap	
		Owner-Occupied		Renter-Occupied		Owner-Occupied	Renter-Occupied	Owner-Occupied	Renter-Occupied	Owner-Occupied	Renter-Occupied
		Low	High	Low	High						
Total	1329					410	919	410	919		
Less than \$10,000	146	\$ -	\$ 29,999	\$ -	\$ 249	8	9	45	101	(37)	(92)
\$10,000 to \$14,999	95	\$ 30,000	\$ 44,999	\$ 250	\$ 374	59	11	29	66	30	(55)
\$15,000 to \$24,999	204	\$ 45,000	\$ 74,999	\$ 375	\$ 624	84	340	63	141	21	199
\$25,000 to \$34,999	177	\$ 75,000	\$ 104,999	\$ 625	\$ 874	99	391	55	122	44	269
\$35,000 to \$49,999	221	\$ 105,000	\$ 149,999	\$ 875	\$ 1,249	152	159	68	153	84	6
\$50,000 to \$74,999	221	\$ 150,000	\$ 224,999	\$ 1,250	\$ 1,874	8	9	68	153	(60)	(144)
\$75,000 to \$99,999	146	\$ 225,000	\$ 299,999	\$ 1,875	\$ 2,499	0	0	45	101	(45)	(101)
\$100,000 to \$149,999	91	\$ 300,000	\$ 449,999	\$ 2,500	\$ 3,749	0	0	28	63	(28)	(63)
\$150,000 to \$199,999	9	\$ 450,000	\$ 599,999	\$ 3,750	\$ 4,999	0	0	3	6	(3)	(6)
\$200,000 or more	19	\$ 600,000	\$ -	\$ 5,000	\$ -	0	0	6	13	(6)	(13)

# Zoning



## Zoning

- Study Area
- SPA
- Major Roads
- Minor Roads
- Zone Use Design**
- Residence: Detached
- Residence: Two-family
- Apartment: Low Density
- Apartment: Medium Density
- Retail: General
- Retail: Local
- Commercial: General
- Commercial: Office
- Commercial: Special
- Industry: Light
- Industry: General
- Parking

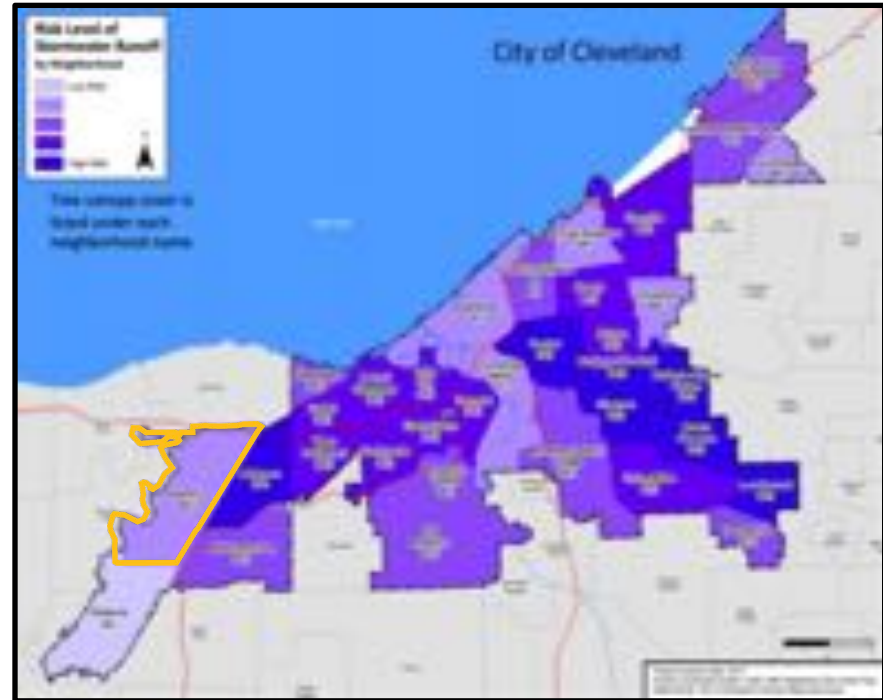


# Current Land Use



## Stormwater Runoff Threat

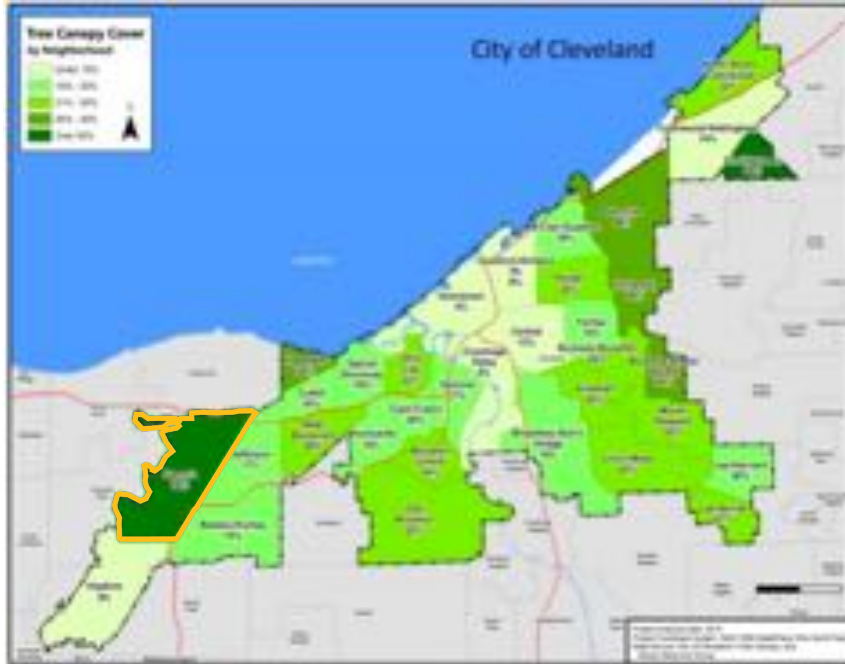
- EPA - good environmental standing
  - No hazardous material sites in the area
  - No air or water advisory
- Lower risk of stormwater runoff



Source: City of Cleveland & Daveys Resource Group, 2015

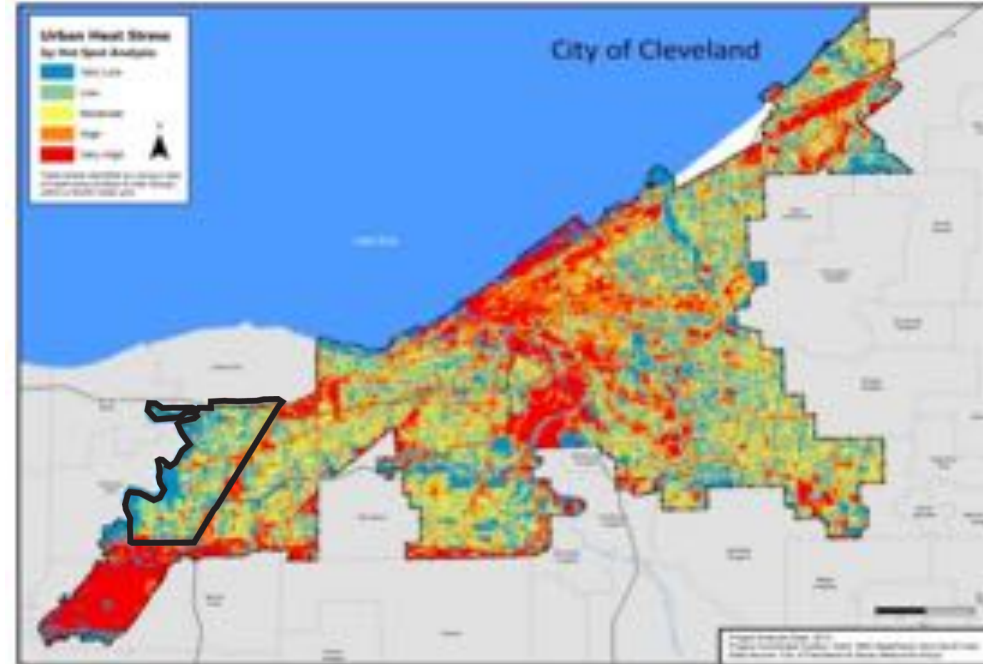
# Environmental Conditions

## Tree Canopy



Source: City of Cleveland & Daveys Resource Group, 2015

## Urban Heat Stress



Source: City of Cleveland & Daveys Resource Group, 2015



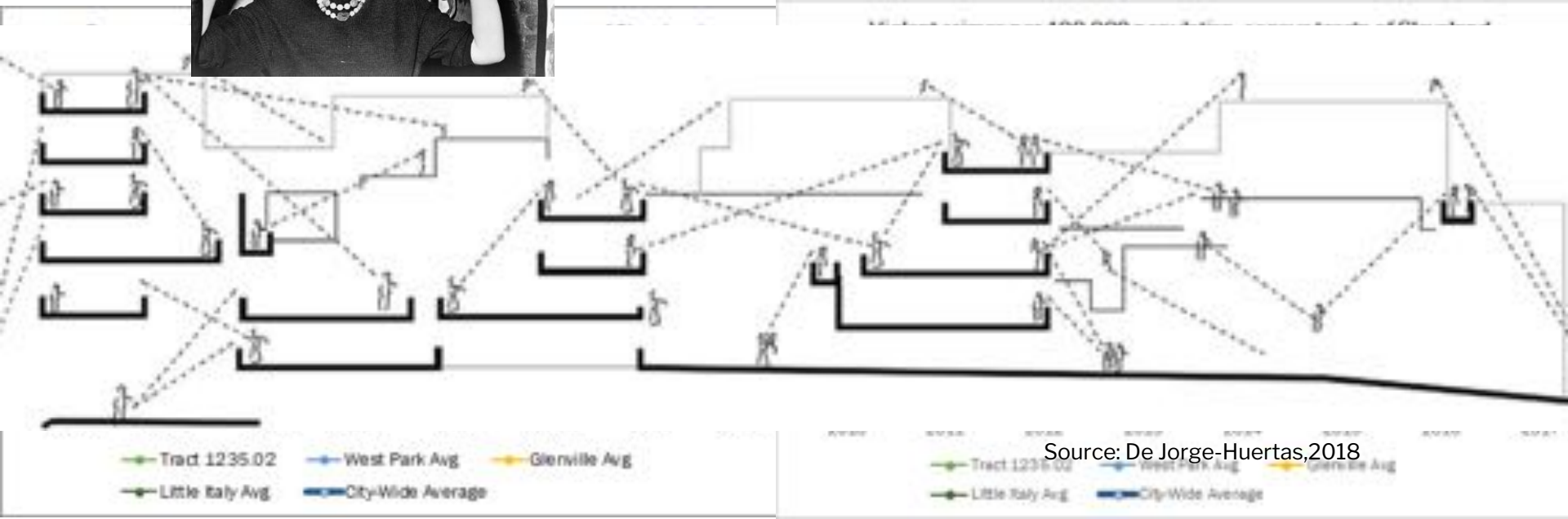
# Crime



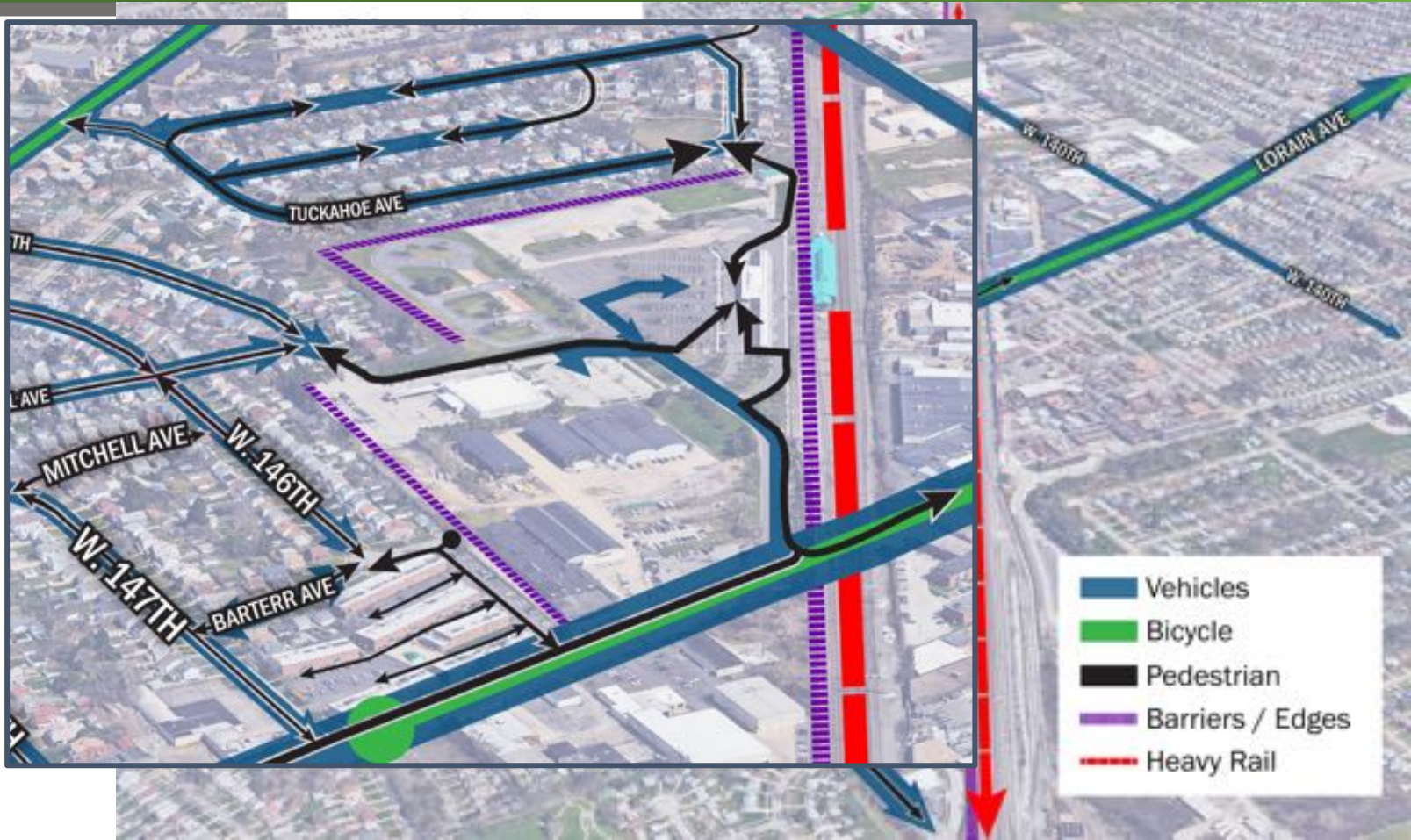
- Concerns of crime
- Relevance of both data and experience
- Transparency on racism & xenophobia

Source: NEOCAND

Development



# Mobility





# Existing Planning Studies

## 2011 Transportation & Redevelopment Plan

Funded through the Transportation for Livable Communities Initiative

Partners: KCDC, NOACA, City Architecture Firm

Study focus areas:

- Kmart Site
- Lorain Avenue Corridor
- West Park Rapid Station
- Implementation



Photo Source: Renderings from the Transportation for Livable Communities 2011 Kamm's Corners/West Park Planning Study

**Left:** Lorain Ave at RTA station entrance.

**Below:** Lorain Ave at former Kmart site.



# COMMUNITY ENGAGEMENT



# Survey Overview



01

## WEST PARK PATRON SURVEY

- **2,053 participants**
- West Park Branch of Cleveland Public Library
- In-person & online distribution

02

## WEST PARK TRANSIT SURVEY

- **113 participants**
- West Park RTA Station
- In-person only

03

## STAKEHOLDER INTERVIEWS

- **23 participants**
- In-person only

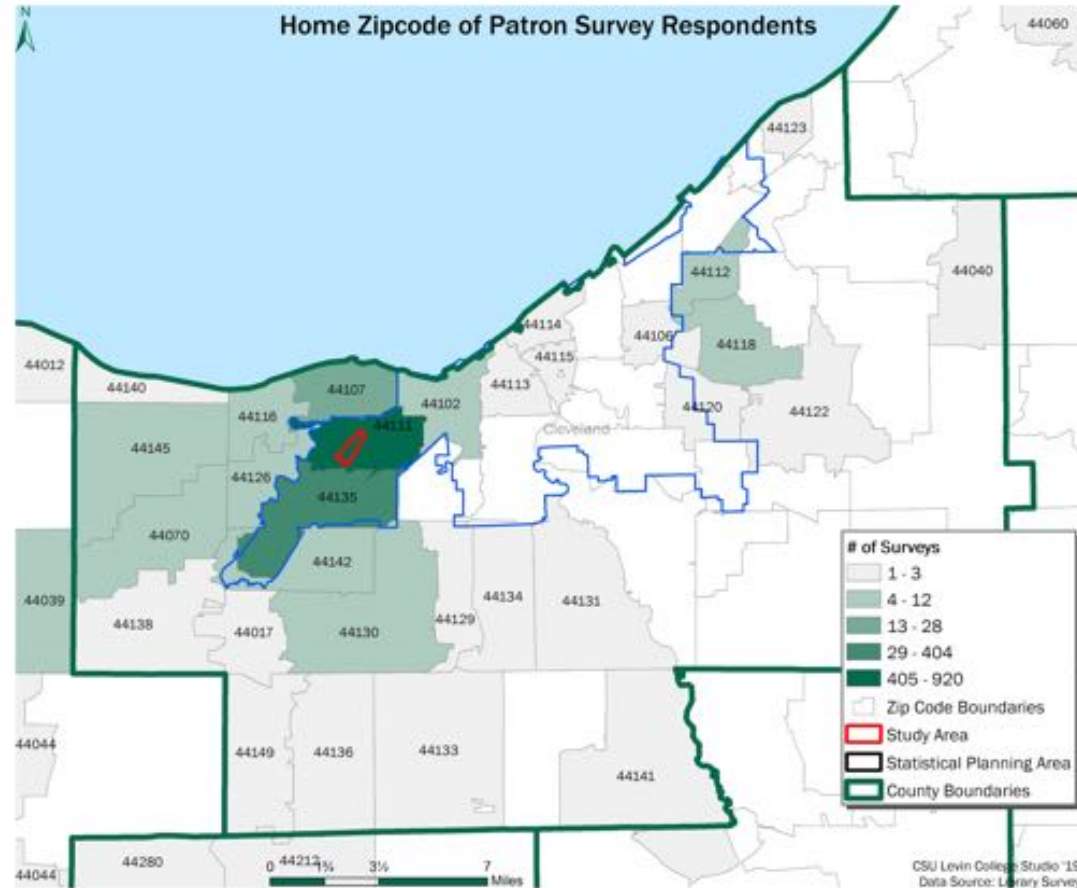
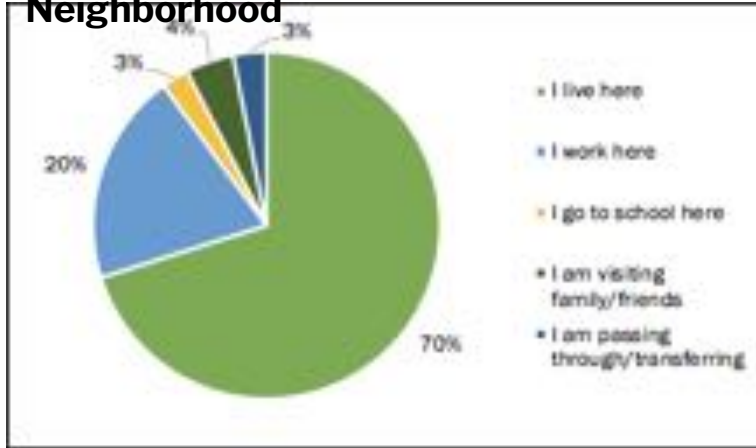
Surveying was conducted throughout March 2019 at various times during the week, adhering to station and Library hours of operation

**\*Complied with all necessary IRB guidelines**

# West Park Patron Survey - Demographics



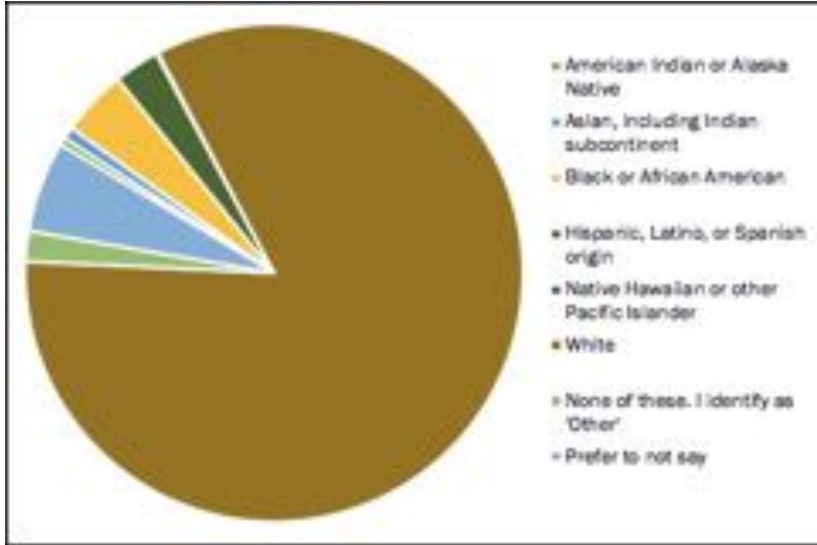
## Connection to Westpark Neighborhood



# West Park Patron Survey - Demographics



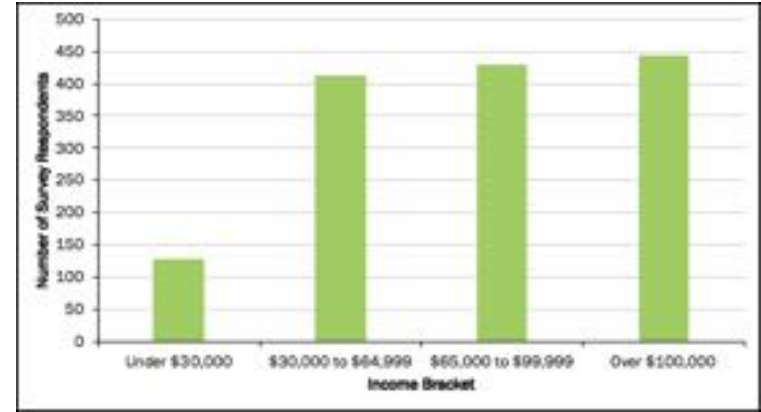
## Race & Ethnic Identity of Respondents



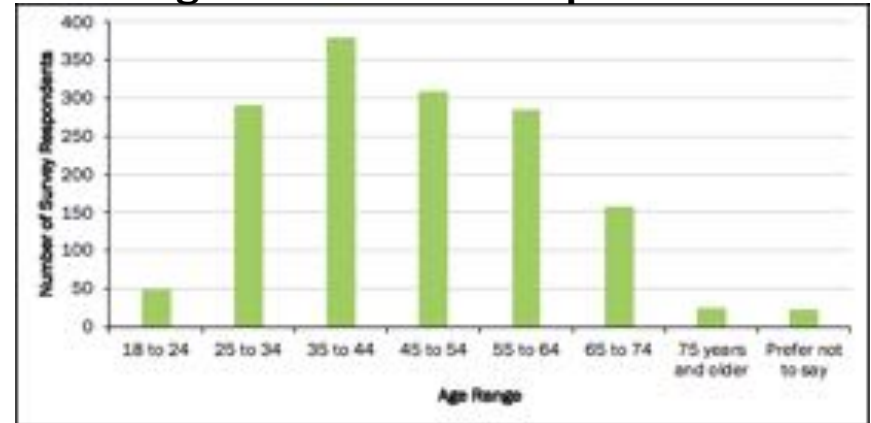
## Gender Identification of Respondents

68% Female  
29% Male  
0.4% Gender Non-Conforming  
0.5% identify as 'Other'  
2% prefer not to say

## Income of Respondents Households



## Age Distribution of Respondents





# Patron Survey - Primary Findings



## Liked **MOST** about West Park

- Sense of community
- Proximity (downtown, airport, highways, transit, etc.)
- Affordability (housing)

## Liked **LEAST** about West Park

- Crime
- Vacancies (buildings)
- Aging infrastructure

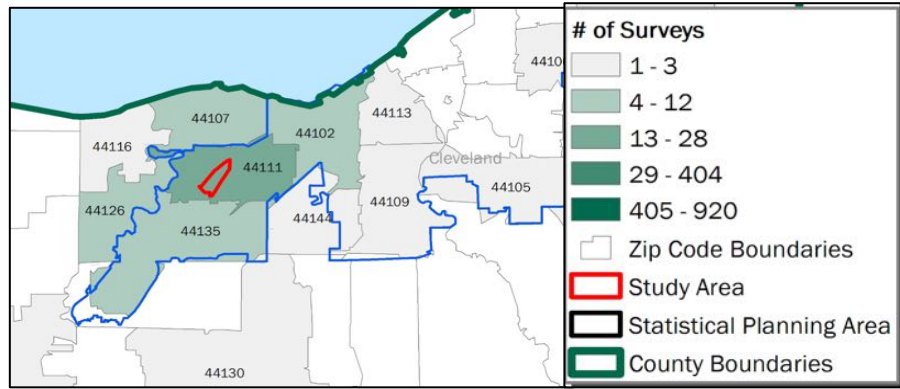
## What Respondents Want More of



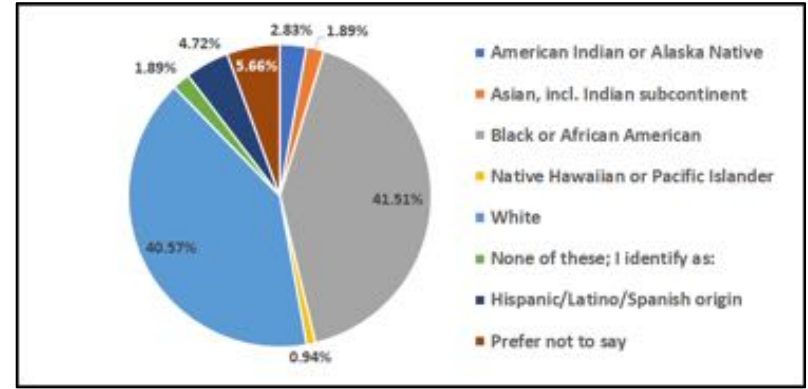
Image courtesy of worditout.com

# Rapid Station Survey - Demographics

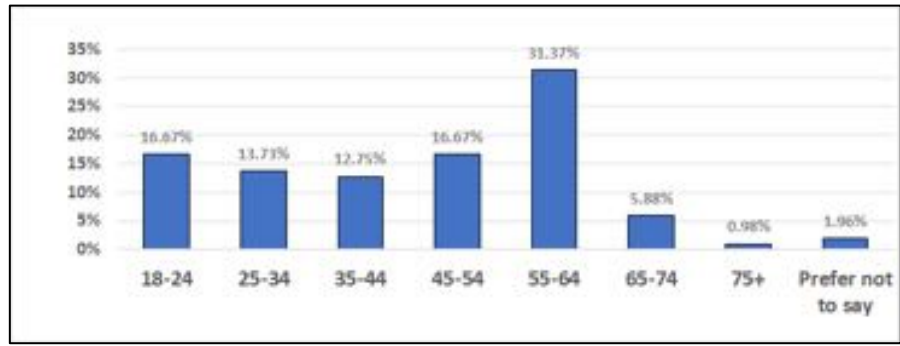
## Home Zipcode of Transit Survey Respondents



## Race & Ethnic Identity of Respondents



## Age of Respondents



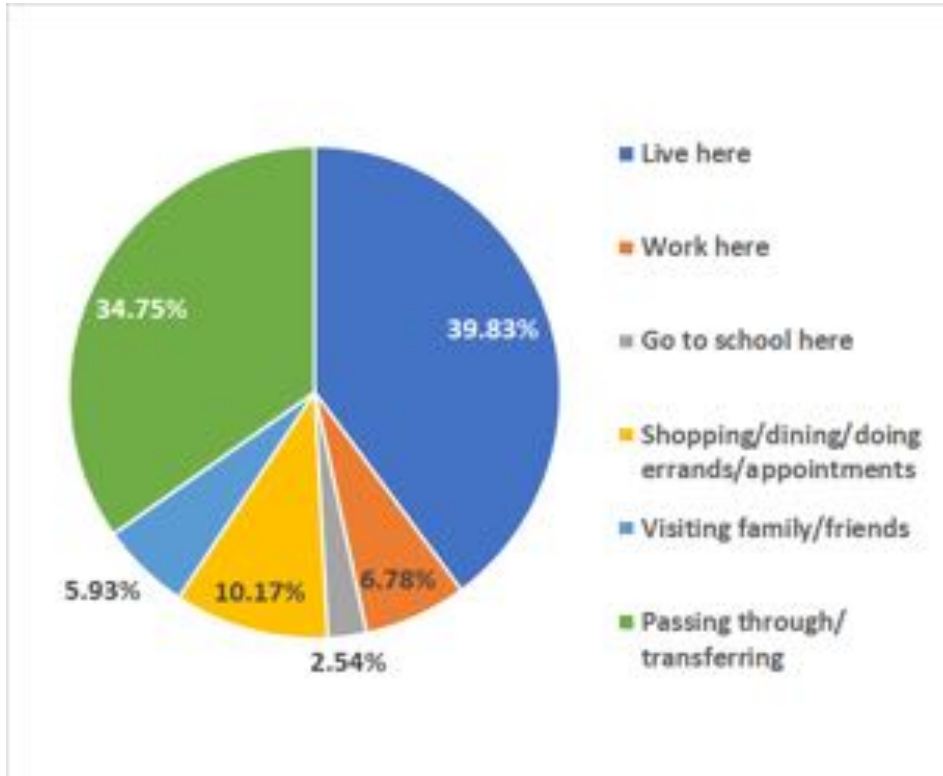
## Gender Identification of Respondents

66% Male  
 30% Female  
 4% prefer not to say

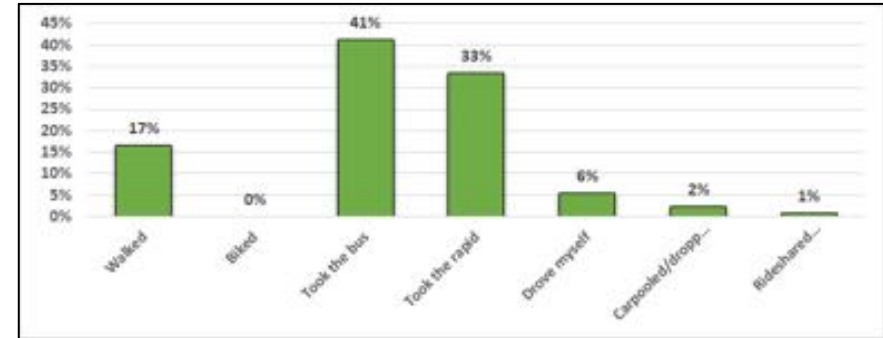
# Rapid Station Survey - Travel Habits



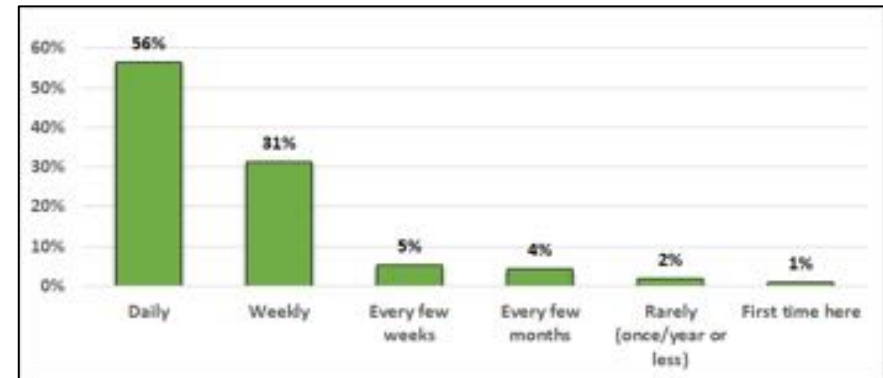
## Connection to West Park



## First/Last Mile



## Frequency of Station Use



# Rapid Station Survey - Primary Findings

## How Safe Respondents Feel

	Very Safe	Somewhat Safe	Neutral	Somewhat Unsafe	Very Unsafe
Female	12.90%	35.48%	32.26%	16.13%	3.23%
Male	46.97%	36.36%	13.64%	3.03%	0.00%

## Improving Safety & Comfort

### Desired Amenities



## **Neighborhood Insights**

1. Few Months to 40+ years
1. Strong community
1. Increased Diversity
1. Safety ,Walkability, & Build upon Community



Image courtesy of cognigen-cellular.com

## Wanted & Unwanted Uses

1. Housing stock and Proximity
1. High retail vacancy, Deterioration &  
2. Streetscaping
1. **More** - Affordable and Senior Housing  
**Less**- Auto-oriented businesses  
**Missing**- Streetscape, Neighborhood Attraction  
and Green space



Image courtesy of clipartpanda.com



Image courtesy of kisspng.com

## **Real Estate and Finance**

1. Diversified housing and retail options
1. Middle Neighborhood and Attracting Developers
1. Mixed Use Development ,TOD and Small Business opportunities

# Stakeholder Interviews - Primary Findings



image courtesy of clipartpanda.com

## Recommendations

1. New housing, more small business
1. Redevelopment, greenspace, and better connections
1. Input and Support from local government & community & connect with refugee and immigrant populations



# Immigrant & Refugee Population

## History

- Immigrant population began to expand in early 2000s (West Park and Lakewood neighborhoods)
- Hope Center established in 2015

## Hope Center Purpose

- Christian mission to serve and nurture
- Give a sense of belonging
- Assistance for Citizenship
- English/Culture/GED Classes
- Health and Wellness
- Mentoring Programs
- Entrepreneurship through ECDI

## Hope Center

### Partnerships/Affiliations

- BHITC- Building Hope in the City
- ASIA Inc.
- ECDI- Economic Community Development Institute



The  
**HOPE CENTER**  
for Refugees and Immigrants

A ministry of Building Hope in the City

Image Source-

<https://buildinghopeinthecity.org/cleveland/the-hope-center/>

# PLANNING CONCEPTS



## Definition

- Working/Middle Class families
- Incomes - approx \$35,000-\$55,000
- More diverse groups than wealthy or low income groups
- Largest economic group

## History

- Developed in the 1850's initially to build industrial jobs
- Sprawl- inspired by the automobile industry
- Low income neighborhoods gentrified into middle neighborhoods

## Factors of Rapid Growth

- The Great Migration
- Creating suburbs for WWII veterans returning home



Source: NY Times, Living in Castleton Corners (2009)

# Middle Neighborhoods



## Benefits of Middle Neighborhoods

- Family-oriented
- Single family household
- People of varying backgrounds can engage from each other
- Cost effective, more sustainable than new development
- Preservation of housing affordability
- Increased commercial sales at local businesses, especially at lunchtime
- Close proximity to Downtown, highways and other urban points of interest



Source: [detroitfuturecity.com](http://detroitfuturecity.com), 2019

## What is T.O.D.?

- Compact, walkable, mixed-use development near new or existing public transportation infrastructure
- Creates transit accessible urban districts where people can work, shop, live, and recreate
- Aims to reduce automobile usage and increase use of transit, walking, and biking



Source: W. 25th St T.O.D. Plan Recommendations



Source: OHFA 2016 LIHTC Aspen Place Proposal

## Aspen Place, W. 65th St - Detroit Shoreway

- Enterprise Community Partners funded pre-development
- 40 LIHTC units, 30-60% AMI
- Part of EcoVillage
- RTA sold land and is providing free transit passes to all residents

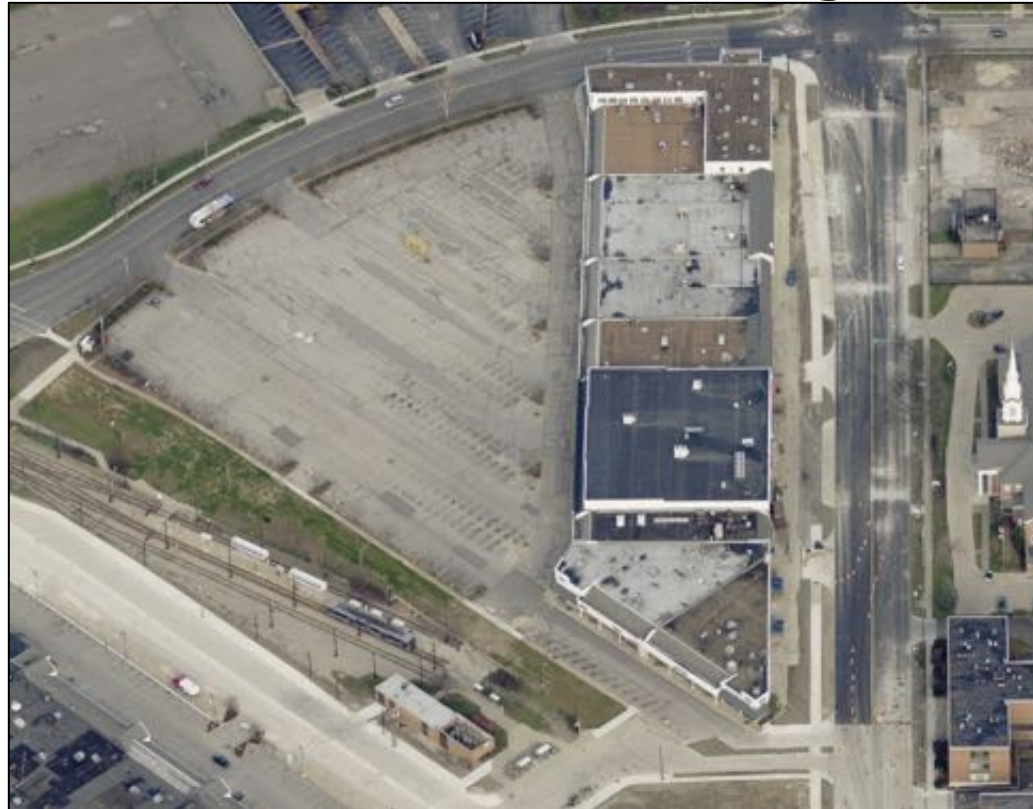


Source: W. 25th St TOD Plan Recommendations

## W. 25th St - Ohio City

- Traffic diversions on Gehring Street
- Lorain Ave. road reconfigurations
- Market Square Shopping Center with a parking garage
- 1,400 - 1,800 new dwelling units

## Van Aken District, Shaker Heights, OH



### Former Retail Center

- Large surface parking lot
- Low density
- Poor pedestrian environment

### Eastern terminus of the RTA Blue Line

## Van Aken District, Shaker Heights, OH



Source: Cuyahoga County Auditor Pictometry

**Phase I Site: 7.5 acres**

**Total cost of Phase I  
Development: \$100 million**

- 66,000 SF office, 102 apartments, 100,000 SF retail, 636 parking spaces.

**Total cost of intersection  
reconfiguration: \$18.5 million**

- (Sources: ODOT, NOACA, Ohio Public Works Commission, Cuyahoga County.)



# PLAN GOALS



- Improve economic opportunities for all members of the community
- Promote a diverse mix of housing types for existing and future residents
- Foster a diverse, mixed-income, transit-oriented community
- Enhance the vitality of the Lorain Avenue Corridor

- Encourage redevelopment along the Lorain Avenue Corridor
- Support physical and social cohesion of the study area into the neighborhood
- Develop a modernization strategy for aging housing
- Increase entertainment, recreation, and shopping options for all residents of West Park

# FOCUS AREA RECOMMENDATIONS

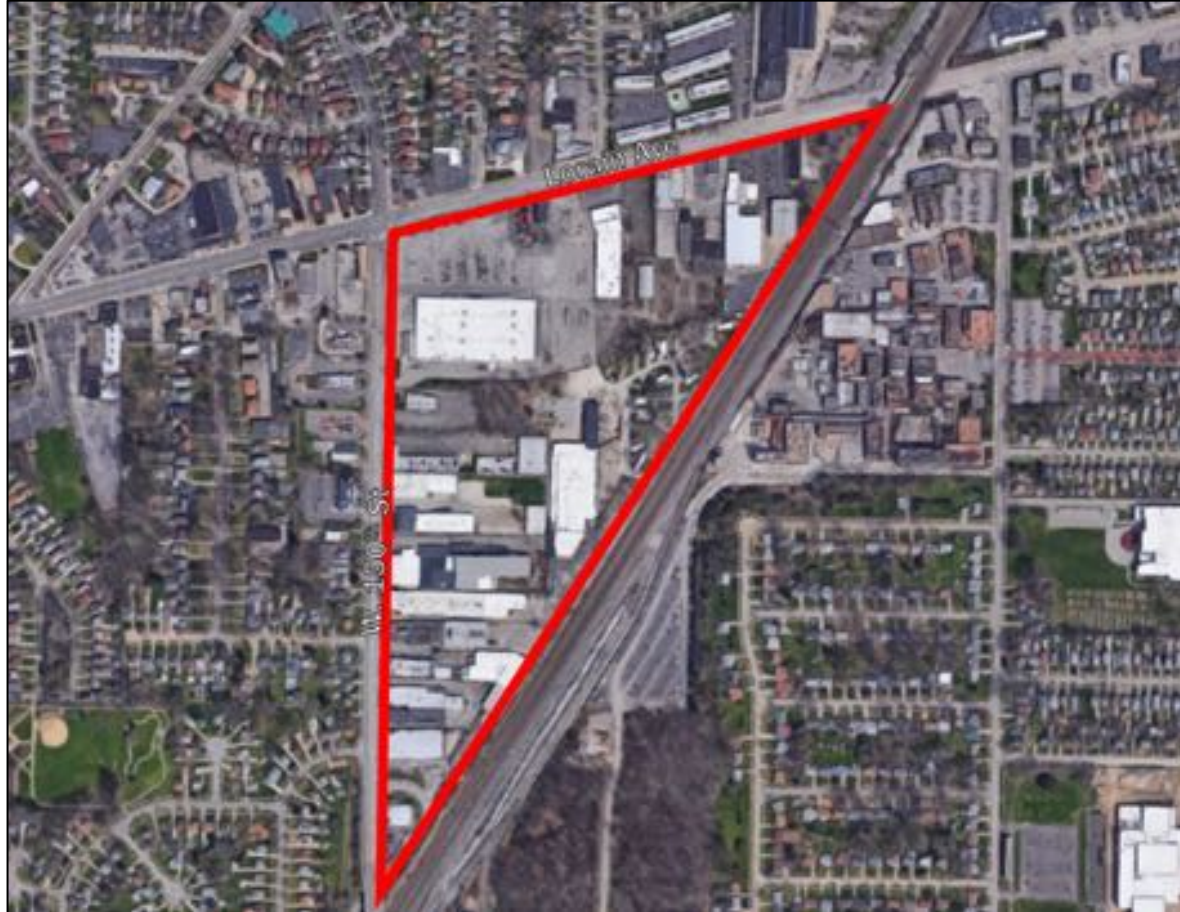




## The three Focus Areas:

- Former Kmart Site and Business District
- Lorain Corridor
- West Park RTA Station

# Site I: Kmart Site and Business District Plan



Source: Google Maps

# Existing Conditions



## High Vacancy

- Former Kmart
- Ohio Pipe & Supply
- Cleveland Die

## Underutilized Properties

- Veterans of Foreign Wars building
- Remainder of retail plaza outside Kmart



Source: Cuyahoga County Auditor Pictometry

# Site Plan Focus Area



Source: Google Maps



## Redevelop Obsolete Industrial Properties and V.F.W.

- 3 new buildings totaling approximately 180,000 SF
  - 2 modern, high-ceiling warehouses
  - Flex/showroom building
- New access driveway allowing for truck access separate from retail center



Source: Weston, warehouse rendering at former Midland Steel site

# Industrial Site - Existing



Source: Google Maps

# Industrial Site Recommendation



Source: Google Maps

## Former Kmart

- Vacant 89,000 SF building
- Dated, low ceiling building
- Site has attracted tractor-trailer parking and illegal dumping
- Highly visible vacancy

## Traffic Counts

- 20,000+ vehicles/day on W. 150th
- 14,000+ vehicles/day on Lorain



## Retail Plaza Redevelopment

- 109,000 SF retail strip with 40,000 SF street-front building
  - Bowling/arcade
  - Theater
  - Restaurants (dine-in & fast-casual)
  - Clothing/shoes
  - Area for food trucks
  - Garden space around buildings



# Retail Recommendations



Source: Google Maps

# Theater Rendering



# Retail Center Stylistic Rendering



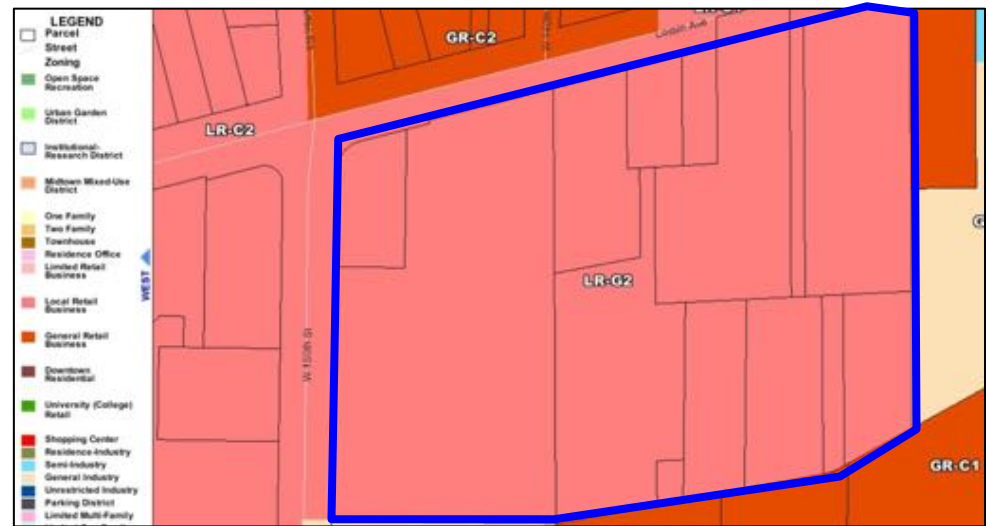


# Retail Center Stylistic Rendering



## Zoning Area One: Kmart

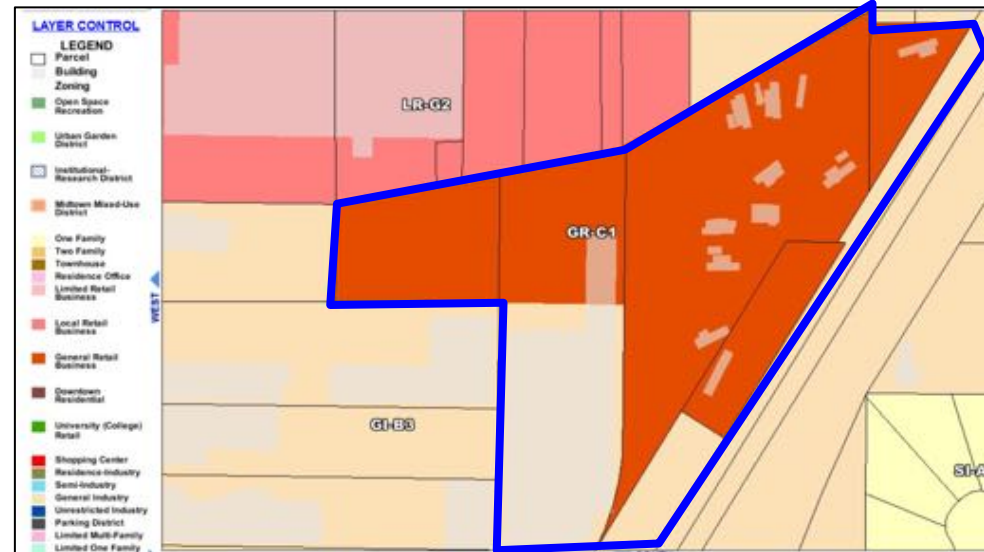
- Local Retail Business
  - Business for the “locality only”
- Would not allow for the development of entertainment spaces
- Proposal: Use Variance
  - Unnecessary hardship caused?
  - Hardship self-inflicted?
  - Develop Movie Theater



Source: City of Cleveland Planning Commission GIS

## Zoning Area Two: Former Cleveland Die site

- General Retail Business
  - NO INDUSTRY!!!
- Continue the non-conforming warehouse use
- Proposal: Non-Conforming Use
  - Does existing use reflect site purpose
  - Is use of the same character
  - Does it have a different effect on area



Source: City of Cleveland Planning Commission GIS

# Financial Analysis

## Land Acquisition & Site Control

- 21 parcels with 7 different owners
- Land valued at nearly \$6.5 million
- Parcels would need to be assembled
- Demolition costs estimate: \$1,060,228

## Environmental Mitigation

- Minimal mitigation expected - uses do not differ from historic use

Parcel	Site	Deeded Owner	County Value
027-27-018	Dollar General	CLEVELAND, OH CENTER LLC	\$ 18,300
027-27-002	Dollar General	CLEVELAND, OH CENTER, LLC	71,400
027-27-003	Dollar General	CLEVELAND, OH REALTY, LLC	499,500
027-27-004	Dollar General	CLEVELAND, OH REALTY, LLC	182,200
027-27-014	Dollar General	CLEVELAND, OH REALTY, LLC	37,000
027-27-006	Kmart	CLEVELAND, OH CENTER LLC	283,100
027-27-007	Kmart	CLEVELAND, OH CENTER LLC	148,200
027-27-008	Kmart	CLEVELAND, OH CENTER LLC	1,764,800
027-27-009	Kmart	CLEVELAND, OH CENTER LLC	75,600
027-27-017	Kmart	KMART CORP	80,000
027-27-019	Kmart	KMART CORP	96,200
027-27-020	Kmart	KMART CORPORATION	25,100
027-27-005	Popeye's	A.E.S. MANAGEMENT CORP	465,300
027-27-013	Cowan's Pub	CLEVELAND OH PAD, LLC	396,300
027-27-011	Cle. Die & Manufacturing	WPE LLC	1,150,000
027-27-001	Ohio Pipe	IMP PARTNERS LLC	720,200
027-27-012	Trailer Park	WPE LLC	152,500
027-28-013	Trailer Park	WPE LLC	25,000
027-33-016	Trailer Park	WPE LLC	19,800
027-27-010	VFW	G ONEIL POST #2533	191,200
027-27-016	VFW	WPE LLC	76,700
<b>TOTAL VALUES</b>			<b>\$ 6,478,400</b>

## Demolition Costs

<b>Building</b>	<b>Square Footage</b>	<b>Estimated Demo Cost</b>
Dollar General	20,020	\$ 130,130
Kmart	84,994	552,461
Ohio Pipe	53,096	345,124
VFW	5,002	32,513
<b>Totals</b>	<b>163,112</b>	<b>\$ 1,060,228</b>

## Industrial Construction Costs

Building	Square Footage	Cost p.s.f.	Estimated Cost
New Construction at Ohio Pipe Site	80,000	\$ 55	\$ 4,400,000
New Construction at VFW Site	25,000	55	1,375,000
Rehab at Cle. Die & Manufacturing	60,000	15	900,000
<b>Totals</b>	<b>165,000</b>		<b>6,675,000</b>

## Retail Construction Costs

Building	Square Footage	Cost p.s.f.	Estimated Cost
Large Retail Building at Kmart Site	109,000	\$ 107	\$ 11,663,000
Small Retail Building at Street	40,000	107	4,280,000
<b>Totals</b>	<b>149,000</b>		<b>15,943,000</b>

## Total Project Cost Estimate

Item	Cost
Land Acquisition	\$ 6,478,400
Demolition	1,060,228
Earthwork	1,666,667
Industrial Construction	6,675,000
Retail Construction	15,943,000
Roadways, Parking, and Landscaping	4,000,000
<b>Totals</b>	<b>\$ 35,823,295</b>

## Sources of Financing

- Traditional Bank Financing (Typically 80% **LTV**)
- Possible Financing Gaps
  - **Tax Increment Financing** - Estimated \$253,840 annual property taxes on increment, \$3.5 million at 7% for 30 years
    - Based on \$19 million added value (only 40% non-school)
  - **JobsOhio Grant or Loan** - Up to \$5 million with job commitment of at least 20



## **Economic Impact - Industrial Portion**

- At least 100 new jobs and \$5.5 million in annual payroll (based on a similar recent project)
- \$68,750 in new income taxes to the City

## **Economic Impact - Retail Portion**

- At least 300 workers and \$4.7 million in new payroll
- Additional \$58,500 in new income taxes to the City

# Site II. Lorain Ave. Corridor Site



# Site Overview



## Civic Node

- West Park YMCA
- West Park Library
- New fire house
- EMS/office bldg.
- Masonic hall

## Auto Retail

- Tradewinds
- J.D. Byrider
- White Wheels
- New Triumph dealership



## Corridor Buildings

- New Laundromat + Cafe
- Illuminating Co. Substation
- Carrion Crucin Funeral Home
- 1.5 acre vacant auto dealer
- (Kmart site, Rubin's Deli)

## Lorain Ave.

- Dominated by cars
- 53' ROW, widens at W. 150th
- Operates at 40% of capacity
- Bike lanes end abruptly
- High number of curb cuts
- Little tree canopy or shade



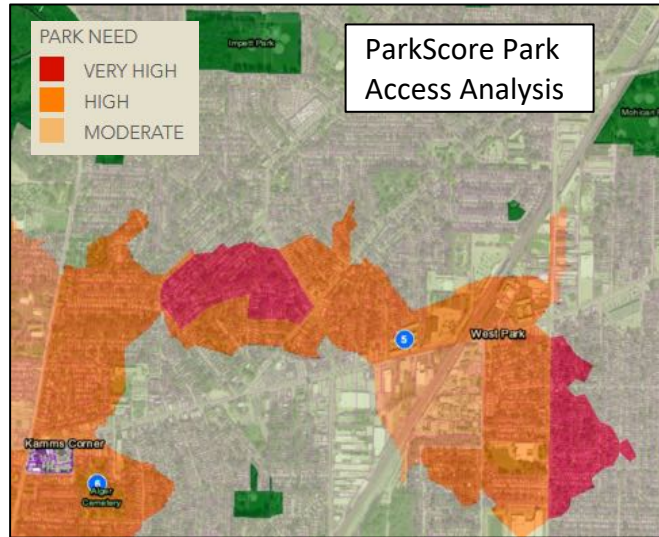


## Kamden Village

- 1-2 BR apartments
- Large number of immigrant & refugee tenants
- 95%+ leased
- Ample parking

## Harley/City Svc. Center

- New owner exploring retail/ wholesale grocery concept
- City salt sheds & garage
- Used car lot on SE corner



Source: ParkScore, Trust for Public Land, 2019



Source: Viking Planners Group, 2019



Source:  
Viking Planners  
Group, 2019

## Additional Findings

- Growing immigrant & refugee pop.
- Strong social & civic node (west end)
- No parks or public spaces (east end)
- Auto-oriented land-use throughout
- High demand for grocery (3.23) + restaurants (9.26) in study area
- Pedestrian environment dirty, loud, devoid of shade, hard to cross street
- Apt. houses in need of reinvestment
- Low area by RR tracks floods often
- Large % of impervious surfaces

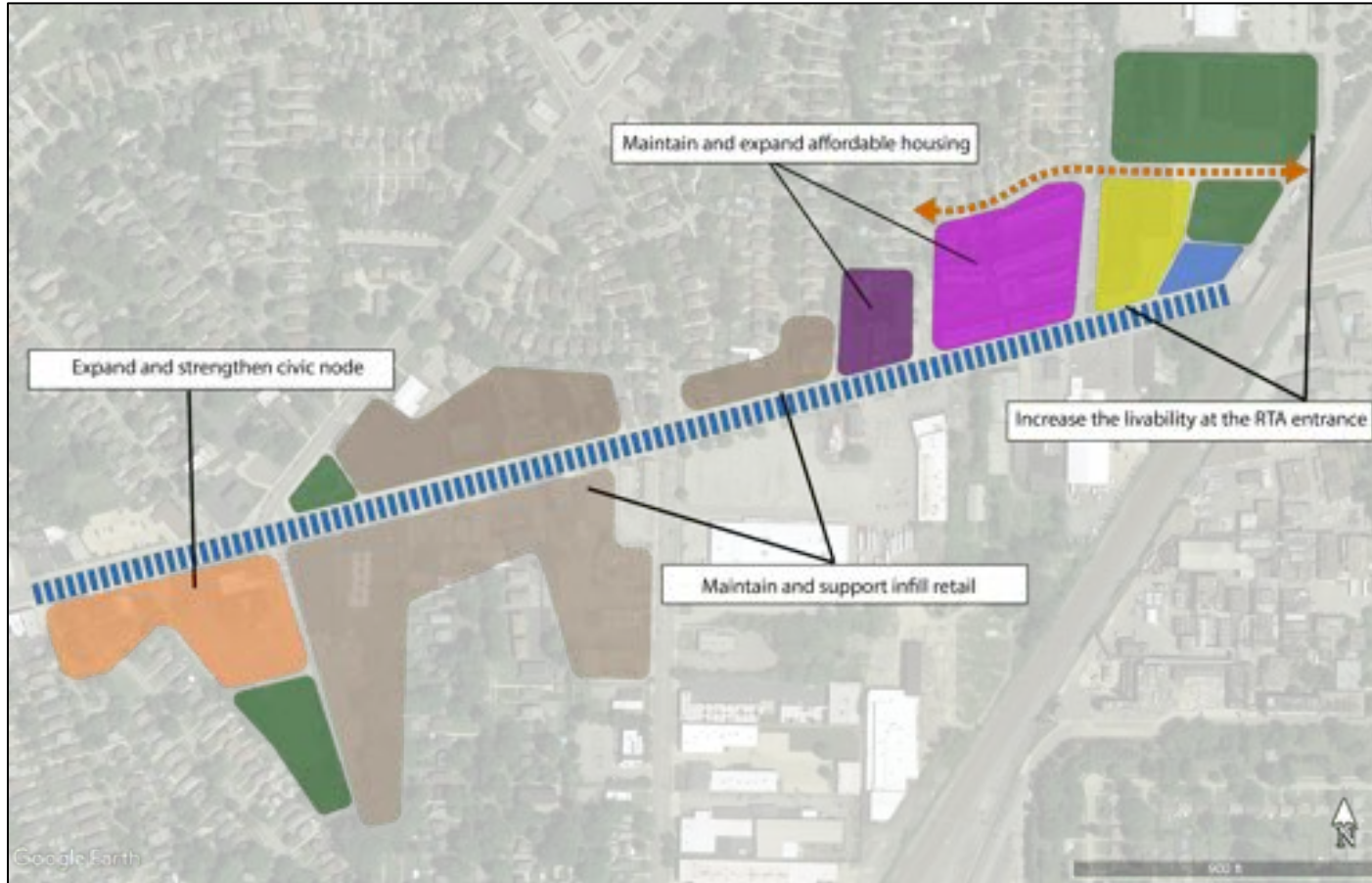


Image Source: Viking Planners Group 2019

## Survey Participant Desires

- General & specialty retail & restaurants (variety); fewer bars & auto dealers
- Improved safety & security
- Streetscaping: flowers, trees, lighting, public art, signage & wayfinding
- More walkable & bikeable Lorain Ave.
- Fewer vacancies + facade improvements
- Parks, green spaces & gardens
- Reinvestment in rental housing
- New market rate & affordable housing
- Revamped YMCA & Library

# Site II: Lorain Ave. Concept





# Civic Node Recommendations

## Short term

- Work with existing entities to reorient entrances to Lorain Ave
- Consolidate parking lots into one shared lot and reduce entrances

## Long Term

- Acquire Lorain/Triskett triangle tip from for gateway plaza
- Consolidate and move VFW and Historic Society into one building
- Create a public plaza in the small parking space between buildings



# Financial Analysis

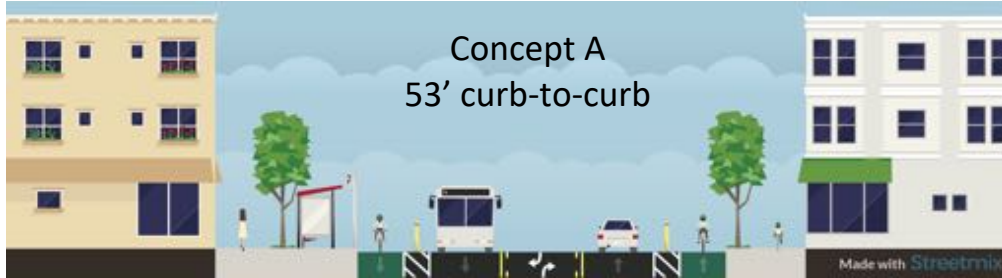


Source: Westparkhistory.com



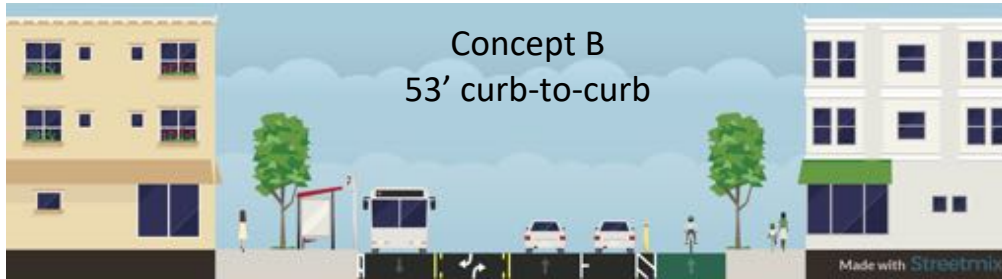
- Acquiring portion of Tradewinds corner lot:
  - County Market Value of \$126,000
- Consolidating and moving VFW and Historic Society into Masonic Temple:
  - 4,800 SF total leasable space
    - VFW - \$24,000/year (\$10/SF NNN)
    - Historic Society - \$36,000/year (\$15/SF NNN)

## Road Diet: 5-to-3 Lanes



Enhanced Bus Stop	One-WayProtected Bike Lane 6.5' + 4'	Travel Lane 10'	Turn Lane 12'	Travel Lane 10'	One-WayProtected Bike Lane 6.5' + 4'
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Source: StreetMix, 2019



Enhanced Bus Stop	Travel Lane 11'	Turn Lane 11'	Travel Lane 10'	Parking Lane 8'	Two-Way Protected Bike Lane 10' + 3'
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Source: StreetMix, 2019

## Recommendations

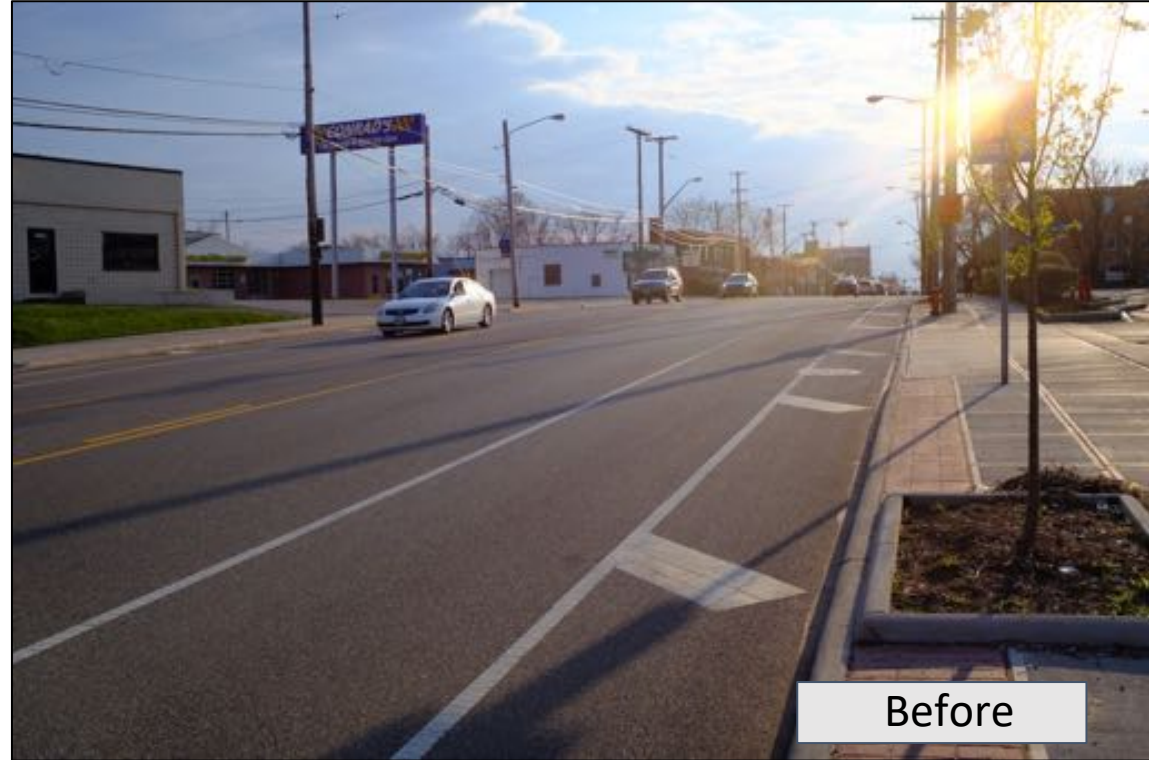
- Extend road diet west
- Bump-out curbs at W. 150th
- Enhance bus stops
- Install protected bike lanes
- Increase street tree canopy
- Consolidate curb cuts
- New structures built out to sidewalk or with narrow buffer

# Lorain Ave Streetscape Financial Analysis



## What it takes

- Curb Extensions at W. 150th
  - \$50,000
- Bus Shelters x 7
  - \$5,500 - \$10,000 ea.
- Concept A Restriping
  - \$36,800 - \$80,000 in study area
- Street Trees x 20
  - \$100 - \$150 ea.



# Lorain Ave Streetscape Financial Analysis



## What it takes

- Wayfinding Signs x 20
  - \$300 ea.
- Bike Racks x 7
  - \$500 ea.
- Pole Banner signage
  - \$100 per banner
  - \$50 - \$75 per bracket

Small changes can make a big difference!



After



## Recommendations

- Support existing retail and infill of new retail
- Placemaking:
  - Wayfinding and Gateway signage
  - Triangular Plaza at Triskett
- Embrace historic auto retail:  
local landmark White's Wheels



## Kamden Village Apts.

- 216 x 1BR & 2BR units
- 3 stories
- Under 1% Vacancy

## W. 147th St

- 5-story new construction
- First floor retail/commercial
- Hope Center → Workforce Arm
- International Food Hub/Incubator

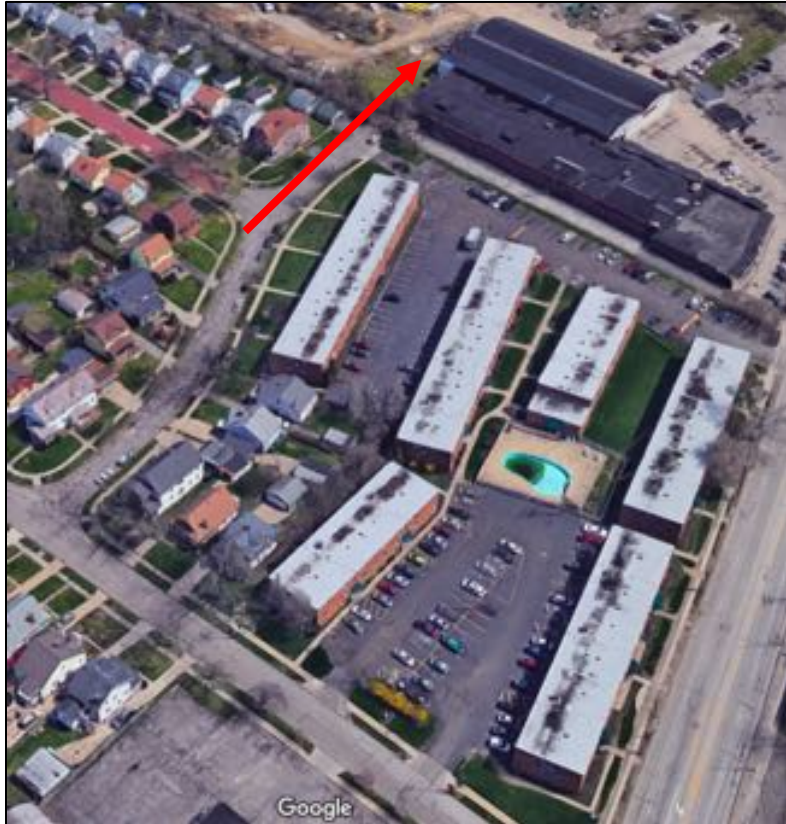


## Kamden Village

How can we improve quality of life for residents as well as integrate the multi-family complex with the rest of the neighborhood?







## Short-Intermediate Term

- Work with Kamden Village owner to determine incremental investments
  - Apt. by apt. or building-by-building?
  - Is vacancy such that buildings can be upgraded one unit at a time?
  - Matching opportunities for upgrades?
- New green space possibilities
  - Remove parking and add green space/gardens
  - New pedestrian/bicycle connection to RTA Station and proposed park via Bartter.

# W.147th St. - Potential Uses



## Hope Center Workforce Center

- Relocate a resource center or satellite of the Hope Center to the site: possible new workforce arm of existing Hope operations
- With proposed retail/industrial across the street, this could be a way to provide residents with nearby employment opportunities

## International Food Hub/Incubator

- Growing international population
- Partner with immigrants and refugees to build economic opportunity and authentic connections through food
- Successful models exist across the country:
  - Sanctuary Kitchen, CT
  - Hot Bread Kitchen, NY



# W.147th St. - Future Development



Source: The Richman Group of California Development Co.



Source: Beacon Development Group

## 147th Street New Construction

- 5 Story New Construction
  - 100 Units (67 Affordable/33 Market Rate)
- First floor retail/commercial
  - Hope Center → Workforce Arm
  - International Food Hub/Incubator

## Potential Funding Mechanisms

- Traditional Bank Financing
- Potential Gap Financing
  - TIF
  - LIHTC

# W. 147th St. Mixed-Use Financial Analysis



## DEVELOPMENT COSTS

- 100 apartments
  - \$213,000 average per unit for affordable (67)
  - \$220,500 for market rate (33)
  - \$23.3 million total

	Affordable	Market-Rate	Retail	
	Apartments	Apartments	Incubator/Workforce	
<b>Family</b>				
Total Sq Ft	60,000	30,000	22,500	
Units	67	33	2	
Rents (monthly)	\$ 785	\$ 1,300	\$ 112,500	(\$10/SF NNN)
Sales Price				
Development Costs per Sq Ft	\$ 225	\$ 245	\$ 110	
Development Costs per Unit	\$ 202,500	\$ 220,500	\$ 1,237,500	
Total Development Costs	\$13,500,000	\$7,350,000	\$ 2,475,000	
Total Sales Revenue	\$ -	\$ -		
Annual Rent Revenue	\$ 628,000	\$ 520,000	\$ 225,000	

# Harley / City Svc. Center Site Recommendations



Source: Viking Planning Group, 2019

- 1) **Support retail/wholesale international grocery** w/ eat-in dining in old Harley building.
- 1) **Construct .5-acre bioretention basin** on the lower lot to capture stormwater runoff and serve as a gateway to the RTA station.
- 1) **Relocate Service Center** out of residential area to new industrial park across Lorain Ave.
- 1) **Build 4-acre park** w/ soccer field, walking paths, community gardens, and linkages to neighborhood, RTA station, & new TOD; within 10-min walk of  $\approx$  2,700 residents

Population	Served	New
Total Population	2,697	1,385
Households	1,262	644

Source: Trust for Public Land Park Evaluator Tool, 2019

# Grocery + Green Infrastructure Implementation



Source: Google Maps, 2019



Source: Artful Rainwater Design, Penn State University, 2014

## Short-Term

- Work with owner to advance retail/ wholesale grocery + dining concept
- Confirm demand via gravity model
- Tour around & refine business concept
- Secure facade & other financing
- Explore partnership with NEOSRD for green infrastructure on lower lot

## Long-Term

- Renovate building for grocery
- Regrade/beautify parking lot integrated with bioretention basin
- Land lease with NEORSRD for .5 acre lower lot green infrastructure project

# Svc. Ctr. Relocation + New Park Implementation



Source: Google Maps, 2019

## Short-Term

- Explore relocation to trailer park property behind Ohio Pipe & Supply
- Study remediation needs (salt piles)
- Undertake community design process for 4-acre park, playing field & gardens
- Secure funding and finalize design to integrate with TOD development

## Long-Term

- Secure land lease or sale agreement with City for 4-acre sub-parcel
- Construct park, playing field & gardens

# Service Center & 4-acre Park Financial Analysis



## Park Design & Construction

- Land lease/acquisition: \$500K
  - Site prep: \$200K
  - Soft costs: \$150 to \$200K
  - Hard costs: \$1.5 to \$2.3 million
- TOTAL: \$2.35 to \$3.2 mil.
- Annual maintenance: \$100K
  - Annual User Fees: \$10K

## Service Center Relocation

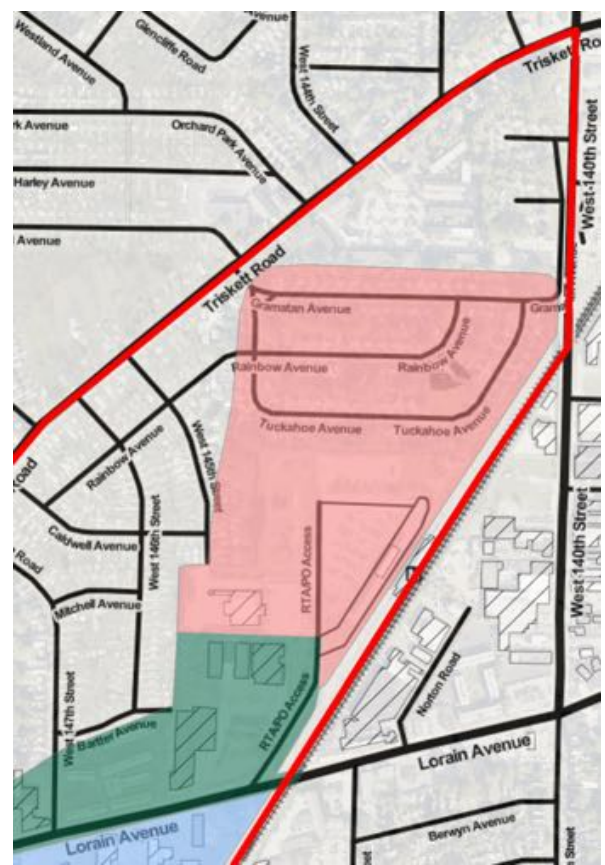
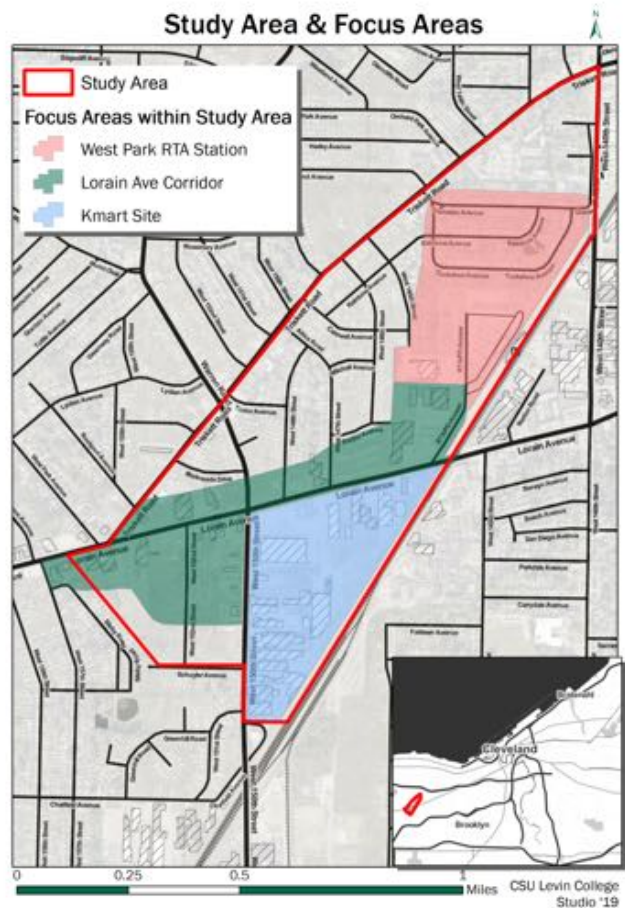
Site Acquisition:	\$150,000K
New salt shed:	\$52-90K/shed
20,000 SF garage:	\$195-225K
Site prep:	\$30-90K
<b>TOTAL</b>	<b>\$480-645K</b>

## Potential Financing Mechanisms

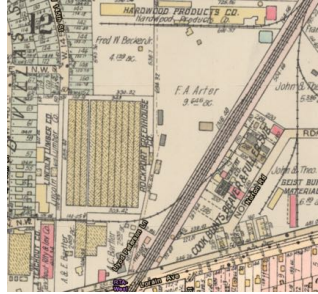
- Tax-Increment Financing (TIF) tied to TOD
- OH State Capital Improvement Program (SCIP): up to 50% of construction
- ODNR Nature Works grant program
- City, County, State & EPA Brownfield funds
- Private sources (sponsorships, foundations)



# Site III: RTA Station and Triskett Subdivision Plan



# History of West Park Station



**C & M Railway**

**Industrial Use**

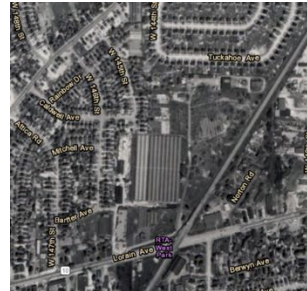
**Triskett Subdivision**

**West Park Station Built**

**Station Renovated**



Rockport Greenhouse,  
Lumber



Original terminus of Red Line  
Rapid Transit until 1968  
extension to airport



# Current Conditions - Site Layout



# Current Conditions

- Strong transit presence
- Proximity to employment centers
- Isolated
- 30% utilization of parking lot
- Impervious Surfaces
- Lacking Tree Canopy
- Lighting and safety concerns
- Blank Slate
  - No Retail
  - No Dining Options
  - No Amenities
  - No Attractions
  - No Housing



# Key Objectives



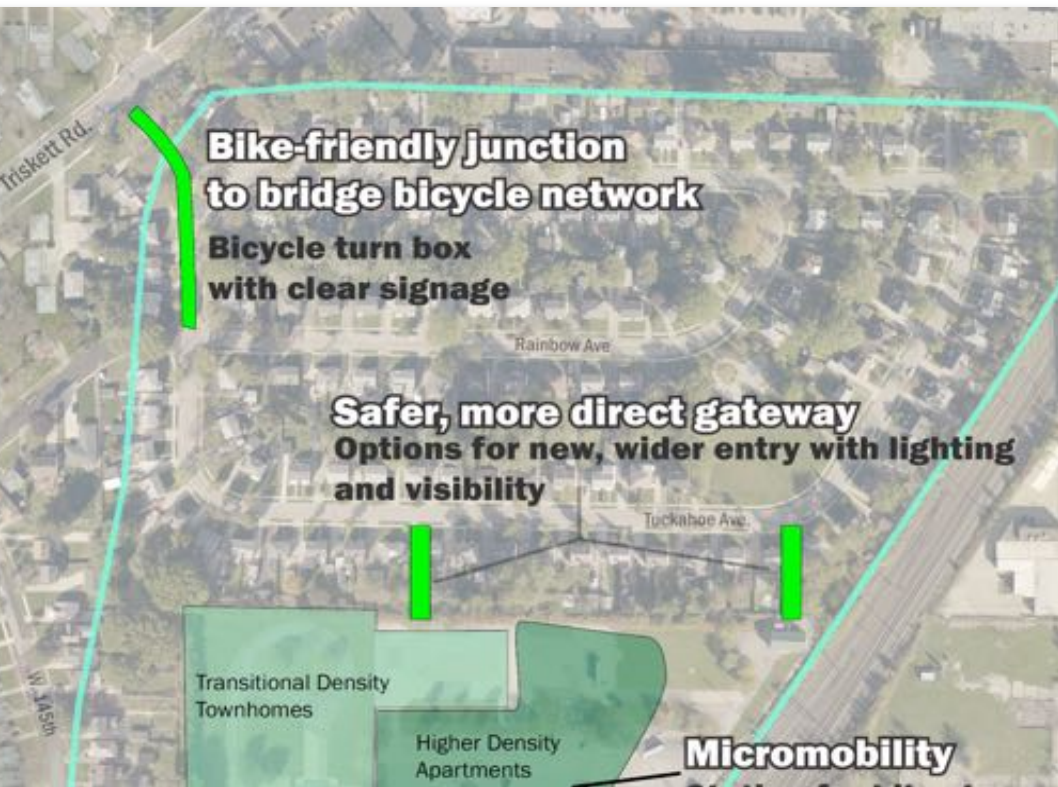
## Redevelop West Park Station by:

- Improving Mobility & Access
- Establish Sustainability
- Creating Active & Inclusive Public Spaces
- Providing Diverse Housing Options
- Introducing Retail



Image courtesy of Nine Mile Station, RNL Design (Aurora, Colorado)

# Mobility



# Mobility - Real Time Info



# Mobility: Relocating GCRTA assets

## Possible Relocation of GCRTA Bus Training Course





# Potential Red Line Greenway West



Source: Viking Planning Group, 2019

## Recommendation

- **Develop 3.4-mile greenway** on unused RR right of way adjacent to RTA tracks
- **Contiguous car-free route** connecting Kamm's, West Park, Cudell & Lakewood
- **Expands on-street bike network**
- **Connects existing parks & greenspaces** as well as proposed 4-acre park & soccer field
- **Enhances pedestrian & bike connection** to West Park Station & TOD from Gramatan Ave.

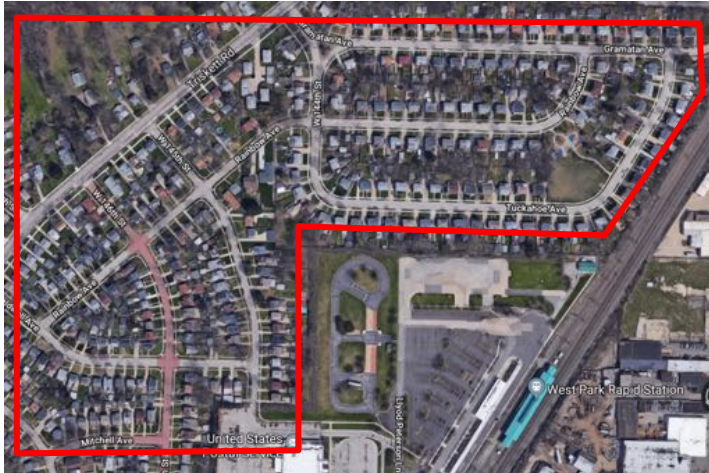
## Short-Term

- **Build neighborhood support** for the vision
- Prioritize planning & implementation with via Cuyahoga County Greenways and City

# Sustainability - Initial Assessment

## Current Conditions

- Impermeable surfaces
- Lacking urban tree canopy
- Underutilized site
- Lacking connectivity
- Unsustainable mobility patterns



Images courtesy of GoogleMaps, 2019

## Urban Tree Canopy

- More Trees!
- Establish tree presence that's comparable to surrounding neighborhood
- Combat urban heat island effect



Image courtesy of Chicago Region Trees Initiative



Image courtesy of Cuyahoga County Planning Commission, 2019

## Green Infrastructure

- Bioswales
- Rain Gardens
- Permeable Surfaces



Image courtesy of Virginia Association of Soil and Water Conservation Districts, 2019



Image courtesy of: <http://cceanondaga.org/environment/water-quality/bioswale-for-water-quality>,

# Sustainability Proposals



## General Greening

- Active, open green space
- Trash cans (recycling)
- Point of connection



Image courtesy of Seattle Greenways, 2019



Image courtesy of Washington University St Louis, 2019

## Proposals:

- Create active & inclusive spaces
- Create a plaza to serve diverse users
- Create a small community park
- Develop Red Line Greenway West

## Components:

- Active Equipment
- Planned events
- Swing area under W. 140th Bridge at Gramatan
- ***Public feedback required to finalize features***



# Public Space - Rec Area Under W. 140th Bridge



## Housing Preferences

	# of Responses	% of Respondents
Single-family house	596	48%
Townhouse	474	38%
Apartment	186	15%
Two-family house/duplex	114	9%
Other (please be specific)	203	16%
<b>Total Responses</b>	<b>1573</b>	
<b>Total Respondents</b>	<b>1244</b>	

## Housing

- “Other” category included
  - No additional housing: 5%
  - Senior housing: 3%
  - Condominiums: 2.5%

## Housing Preferences by Income

	Over \$100,000		\$65,000-\$99,999		\$30,000-\$64,999		Under \$30,000		Total Responses
Single-family house	196	53%	178	49%	142	43%	43	39%	559
Townhouse	165	44%	138	38%	121	36%	33	30%	457
Apartment	28	8%	58	16%	66	20%	27	25%	179
Two-family house/duplex	24	6%	26	7%	38	11%	22	20%	110
<b>Total Respondents</b>	<b>371</b>		<b>361</b>		<b>334</b>		<b>110</b>		



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<b>Total Respondents</b>	<b>371</b>		<b>361</b>		<b>334</b>		<b>110</b>		

## Market-Rate

- Owner-Occupied
  - Priced \$150,000 to \$299,999
- Renter-Occupied
  - Priced \$1,250 to \$2,499

## Affordable

- Owner-Occupied
  - Not feasible
- Renter-Occupied
  - Tenant pays \$374 or less
  - Heavily subsidized



Dimit Architects, 2014

## Townhouses

- 80 for-sale townhouses
- Sales price of \$250,000

## Apartments

- 310 apartments
  - 180 market-rate at \$1,300/mo. - \$2,000/mo.
    - 117 family market-rate
    - 63 senior market-rate
  - 130 affordable at \$785/mo.
    - 87 family affordable
    - 43 senior affordable





## Proposals:

- Introduce Retail & Dining Options
- Create quick service options for transit-users
- Create amenities for new residents & community

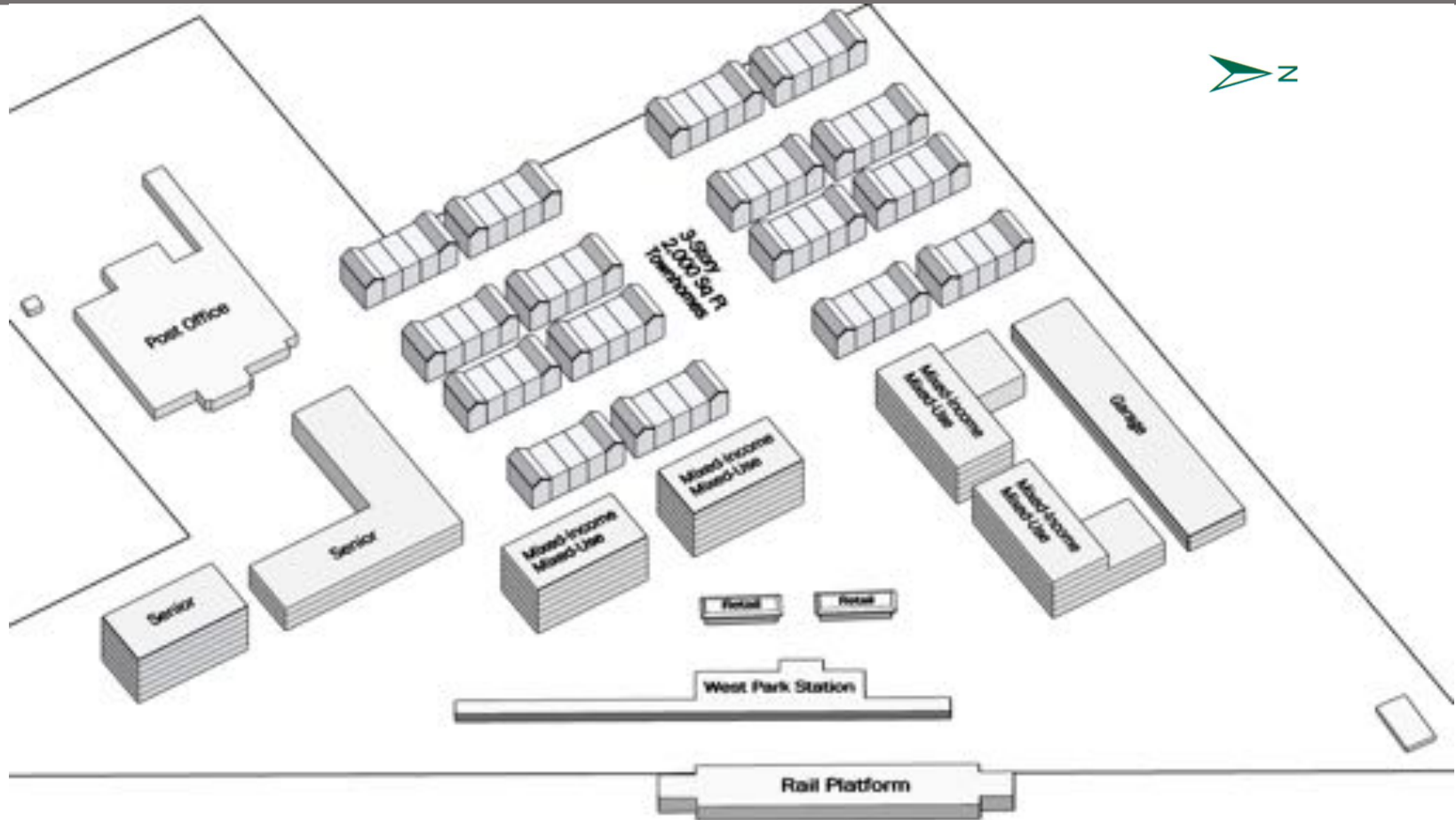
## Components:

- Cafe & convenience store
- Vending machines
- Pop-up retail
- Sit-down restaurant
- Gym & daycare
- Co-working space

# Site Plan



# Massing



## Development Costs

- 80 townhouses
  - \$229,000 each
  - \$18.3 million total
- 310 apartments
  - \$213,000 average per unit
  - \$66.1 million total

	Market-Rate		Affordable
	Townhouses	Apartments	Apartments
<b>Family</b>			
Total Sq Ft	166,400	105,200	78,200
Units	80	117	87
Rents (monthly)		\$ 1,300	\$ 785
Sales Price	\$ 250,000		
<b>Senior</b>			
Total Sq Ft		56,700	39,100
Units		63	43
Rents (monthly)		\$ 2,000	\$ 785
Development Costs per Sq Ft	\$ 110	\$ 245	\$ 225
Development Costs per Unit	\$ 228,800	\$ 220,500	\$ 202,500
Total Development Costs	\$ 18,304,000	\$ 39,665,500	\$ 26,392,500
Total Sales Revenue	\$ 20,000,000	\$ -	\$ -
Annual Rent Revenue	\$ -	\$ 3,335,467	\$ 1,227,740

## Development Sources

- Low-Income Housing Tax Credits (LIHTC)
  - Project could qualify for Urban Opportunity Housing and Senior Urban Housing pools
  - \$1 million per project maximum
  - Up to \$10 million in equity
- City HOME
  - \$600,000 per project maximum
- County HOME
  - \$450,000 per project maximum



Image courtesy of FreshWater Cleveland (Photo of Aspen Place at EcoVillage)



## Household Income

- Average household income of \$47,334
- 390 new households
- \$18.5 million in potential new household income

## Population

- Average of 1.5 people per household
- 390 new households
- 585 potential new residents



# STRATEGIES FOR IMPLEMENTATION



## Goal 1

Improve economic opportunities for all members of the community

- Neighborhood Branding
- Business Incubation
- Job Creation
- Business Retention
- Workforce Development



Source: Company & Culture, 2019



Source: rawpixel.com, 2017

## Goal 2

Promote a diverse mix of housing types for existing and future residents

- Aging in Place
- Affordability



Source: Level Homes, 2017



Source: Lennar Homes (Touchstone Townhomes, FL)

## Goal 3

Foster a diverse, mixed-income, transit-oriented community

- Quality of Life
- Housing
- Environmental
- Transit and Mobility



Source: Robin Chiang & Co., 2016

## Goal 4

Enhance the vitality of the Lorain Avenue Corridor

- Land Use
- Streetscaping
- Activity Nodes



Source: Folsom-Howard Streetscape Project, *SFMTA*

## Goal 5

### Encourage redevelopment along the Lorain Avenue Corridor

- Reinvestment
- Adaptive Reuse
- Supportive Use Retail



Source: City of Detroit

## Goal 6

Support Physical and Social Cohesion

- Gateways
- Lighting
- Streetscaping



Source: TSW Designs



## Goal 7

Develop a modernized strategy for aging housing

- Model House
- Concept Design and Standards
- Neighborhood Branding



Source: Homes of Cleveland Heights

## Goal 8

Increase entertainment, recreation, and shopping options for all residents of West Park

- Reactivation
- K-Mart Redevelopment
- Create West Park as a  
Destination



Source: [philly.curbed.com](http://philly.curbed.com)

# Potential Partners



- Neighborhood Groups
- Local Businesses
- Community Organizations
- Regional Institutes
- Private Property Owners
- Local Foundations
- Public Organizations



# Sources of Funding



## Non-Profit

- Community Organizations
- Foundations

## Private

- Banks
- Tech, Airlines

## Public

- City of Cleveland
- Cuyahoga County/Regional
- State, Federal

## THE GEORGE GUND FOUNDATION



# ACKNOWLEDGEMENTS



**Special thanks to KCDC, Professor Kastelic, Professor Kellogg, and all West Park stakeholder participants!**

# QUESTIONS?

